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DIRECTORATE OF DISTANCE EDUCATION

M.A. JOURNALISM AND MASS COMMUNICATION

CORPORATE COMMUNICATION

COURSE CODE 30943

SYLLABI – BOOK MAPPING TABLE

CORPORATE COMMUNICATION

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BLOCK - I

CORPORATE COMMUNICATION AND CONFERENCE MANAGEMENT

UNIT – I

INTRODUCTION TO CORPORATE COMMUNICATION

Structure

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1. 6. Types of Corporate Communication
1.7. Tools of corporate Communication
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1.1.Introduction

This unit discusses about the definitions and concepts of corporate communication. Corporate Communications is a technique that involves all communication activities generated by a company to achieve the planned objective. To facilitate corporate communication, a business manager will usually need to have or develop considerable interpersonal skills - such as effective speaking, writing and listening - in order to best assist information sharing within their department. This unit also discusses types, tools and areas of corporate communication.

1.2.Objectives

- To learn about the corporate communication
- To discuss how the corporate communication works.
- To learn about the functions of communication
- To understand the areas of corporate communication

1.3.Definition

Corporate Communication is the practice of developing, cultivating and maintaining a corporate identity or brand image. A solid corporate communications team provides initiatives to mould company image, communicate with internal and external audiences, and sustain a long-term positive reputation.



Corporate Communication is a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favourable point of view among stakeholders on which the company depends. It is the messages issued by a corporate organization, body, or institute to its audiences, such as employees, media, channel partners and the general public. Organizations aim to communicate the same message to all its stakeholders, to transmit coherence, credibility and ethics.

Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization’s ability to retain its license to operate.

Corporate communication is a management function or department, like marketing, finance, or operations, dedicated to the dissemination of information to key constituencies, the execution of corporate strategy and the development of messages for a variety of purposes for inside and outside the organisation.

The term “corporate communication‟ is widely used in practice to describe the management function which is vital for the peaceful coexistence and development of the organization in the competitive business world.

The broad field of corporate communications cannot be precisely defined. In principle, the measures are too diverse and overlap with many other areas of a company, such as marketing. In principle, however, corporate communication encompasses all communication that a company conducts. This can be found both internally, in the way employees are addressed, and externally, if business partners (as in B2B marketing), customers (as in B2C marketing), or media (as in PR) are the addressees.

In today's global corporation, this function serves as the conscience of the corporation and is responsible for the organisation's reputation. Previously called "public relations" or "public affairs," corporate communication has taken on new importance in the 21st century as a result of corporate scandals or crises at companies like Enron and Toyota.

The department usually oversees communication strategy, media relations, crisis communications, internal communications, reputation management, corporate responsibility, investor relations, government affairs and sometimes marketing communication.

The person running the department is the chief communications officer of the firm, and reports directly to the chief executive officer in many of the top global organisations due to the critical importance of the function today

What is Corporate Communications?

Corporate Communication is a total communication activity generated by a company, body, institute to its public(s) in order to achieve its planned objective.



1.4.Concept of Corporate Communication

Corporate communication is the communication issued by a corporate organization, body or institute to all its stakeholders who can be both internal publics (employees and investors) and external publics (suppliers, financiers, consumers, government officials, media professionals, local community, etc). An organization needs to talk the same message to all of its stakeholders in order to transmit coherence, credibility and ethics. If one of these points is broken, the whole community can make this organization disappear. The corporate communication area will help this organization to build its message, combining its vision, mission and values and will also support the organization by communicating its message, activities and practices to all of its stakeholders.

The word "corporate" originally stems from the Latin words for "body" (corpus) and for "forming into a body" (corporare), which emphasize a unified way of looking at "internal" and "external" communication disciplines. That is, instead of looking at specialized disciplines or stakeholder groups separately, the corporate communication function starts from the perspective of the "bodily" organization as a whole when communicating with internal and external stakeholders, according to Christensen et.al. (2001:95).

Corporate communication is also an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible, so as to create a favorable basis for relationships with groups upon which the company is dependent. The concept of corporate communication could be seen as an integrative communication structure linking stakeholders to the organization. A corporate communication structure is a system which enables organizations to strategically orchestrate all types of communication within and outside the organization.



Characteristics of Corporate Communication

The various characteristics of corporate communication are mentioned below:

1. Formal Communication:

Most of the corporate communications are formal in nature. Orders, instructions, information, suggestions, etc. are sent, maintaining formal procedure in a systematic way. If has to pass through several organisational stages.

2. Informal Communication:

The size and structure of a corporate organisation being large and complex, informal communication or grapevine communication among different groups of employees takes place side by side with formal communication.

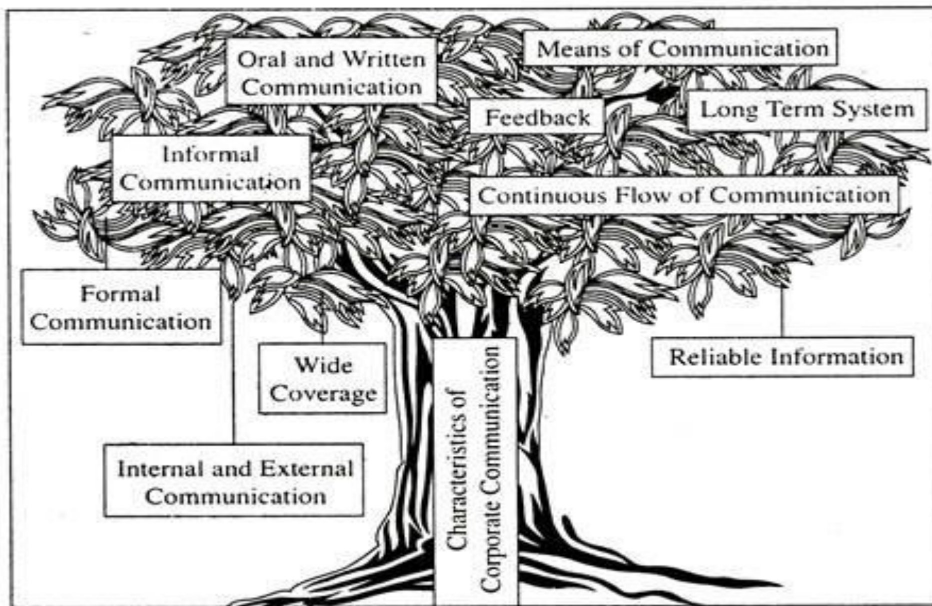


Fig. 3.12: Characteristics of Corporate Communication.

3. Internal and External Communication:

Exchange of information with a large number of people within and outside the business is required in corporate communication. Internal communication with the managers and employees, and external communication with the customers, vendors, distributors, competitors, investors, government offices, etc. are made.

4. Oral and Written Communication:

While oral communication is used for closer and internal communication with the employees, written communication is made with the outsiders and distant people.

5. Wide Coverage:

Corporate organisations are large and a wide range of people are required to be covered in communication. People within the organisation at different levels in different departments and a large number of people outside the organisation are required to be communicated within the course of running the activities of the organisation.

6. Means of Communication:

Phones, face-to-face conversation, e-mail, fax, telegrams, memos, website, internet, video conference, etc. are used as the mediums or channels of corporate communication.

7. Feedback:

As in the case of other communication, feedback is an essential element of successful corporate communication. It is a two-way process of sending information and receiving response. Through feedback the sender can know the reaction' of the recipient and take necessary action.

8. Long-term System:

Corporate organisation has a perpetual existence. So, corporate communication is not a temporary arrangement. It is a long-term system or process. Communication is carried out continuously through a stable process.

9. Continuous Flow of Communication:

In a corporate organisation, flow of communication is continuous and uninterrupted; continuous due to the organisation's perpetual existence, and uninterrupted owing to following the formal or official channel.

10. Reliable Information:

In a corporate organisation, information is collected through various sources and decisions are taken after necessary scanning, scrutinizing, etc. to make the information dependable and correct.

Importance of Corporate Communication

Communication has an important role to play in the corporate world. With the increase in the complexities of activities in modern business, its importance is growing day-by-day. To achieve the objectives of the organisation, co-ordination among the persons and departments within the organisation and establishment of connecting link with the outside world are very much necessary.

1. Internal Co-ordination: To fulfill the objectives of the organisation, co-ordination among the employees is necessary and to co-ordinate various activities communication is essential. Corporate organisation being large in size, division of work and specialisation in activities are the characteristics of such organisation. Communication helps to co-ordinate such activities and to develop co-operation.

2. Connecting Link with the Outside World: In a corporate organisation, communi-cation with the external people, such as customers, vendors, investors, competitors, government departments, etc. are essential. Even connecting links with the foreign counterparts and centres are necessary for proper functioning of the organisation.

3. Motivation: Communication helps to motivate the employees to obey the orders and directives of the management authority. The feedback of the employees also enlightens the managers. The interaction between the managers and the employees improves the relation between them and encourages all to devote themselves fully to achieve the objectives of the organisation.

4. Efficient Management: George Terry's remark that communication works as a lubricant to increase the efficiency of management is applicable to corporate organisations more appropriately. Communication supplies the managers and employees with the information, co-ordinates and motivates the employees. This results in co-operation and better performance, resolves conflicts, builds confidence and ultimately develops efficient management. The managers, supervisors and executives get instructions, orders, messages, etc. from their superiors through communication, become aware of their duties and responsibilities and exact performance from their subordinates. Thus, communication stimulates efficient management.

5. Decision-making and Implementation: The success of any corporate organisation depends largely upon decision-making. Right decision-making, again, depends upon correct and timely information which is obtained through communication. Again, implementation of the decision requires proper communication. The managers convey the procedure of implementing the decision through communication channels and evaluate the work of the employees. Thus, corporate communication has a meaningful role in decision-making and its implementation.

6. Leadership: The manager communicates orders and instructions to the subordinates, who, in turn, carry out the instructions and sometimes send feedback in the form of suggestions, grievances and complaints. The manager tries to remove the inconvenience as far as possible. The entire process establishes the basis of leadership.



Fig. 3.13: Characteristics of Corporate Communication.

Lack of communication creates distrust, doubts and misunderstanding among the subordinates. Proper communication helps to remove them and create an environment of mutual co-operation, trust and dependence and, ultimately, achieve acceptance of the leadership of the official head.

7. Corrective Measures: In a corporate organisation the number of employees is large. Everybody's performance may not achieve required standard and some corrective measures may become necessary. Such measures against the employees not performing their duties properly can also be taken through communication. Communication thus protects the interest of the organisation.

8. Speed: Speed is the key word of today's corporate world. Modern technologies have made communication faster. Now, no one has to wait for weeks or months for a reply letter. E-mail, fax, internet, etc. have made communication almost instant. Immediate flow of information helps in taking correct decision in time and anticipates solution to a probable problem.

9. Discipline and Peace: Maintenance of discipline in large corporate sector is difficult. Control over a large number of managers and an employee is not an easy task. But regular communication (Two-way) between the management authority and the workers creates a healthy human relation and sense of co-operation, assistance and unity. Thus, peace is established and discipline is maintained within the organisation.

10. Training: Communication is necessary in imparting training to the managers, supervisors, executives and general employees to upgrade their knowledge and skill of performance in order to meet the needs of the changing corporate world.

This may include training in the field of science and technology, up-gradation of technical know-how, development of management skill, and even a training in learning a language for communication.

1.5.Corporate Communications works

The corporate communication can be classified into three divisions from operations management point of view, which include – management communication, marketing communication and organizational communication.

- Management communications are the communication that takes place between the management level of the organization and its internal and external audiences. To support management communication, organizations rely heavily on specialists in the areas of marketing communication and organizational communication. Need to manage the company's communications with its own employees and audience/customers.
- Marketing communications gets the bulk of the budgets in most organizations and consist of product advertising, direct mail, personal selling and sponsorship activities. They are supported to a greater or lesser extent by organizational communication that generally emanate from specialists in corporate communication, public affairs, investor relations, environmental communication, corporate advertising and employee communication. Development and application of strategic marketing communications
- Corporate communication encompasses management communication, marketing communication and organizational communication. Corporate communication means a coherent approach to the development of communication in organizations, one that communication specialist can adopt to streamline their own communication activities by working from a centrally coordinated strategic framework. Need to harmonize the internal and external activities of the company.

Marketing Communications vs. Corporate Communications

The following table illustrates the differences between Marketing Communications and Corporate Communications

Marketing Communications	Corporate Communications
It has customers	It has multiple stakeholders
It is defined by a set of channels	It is defined by the multiple channels
It emphasizes on a product or service	It emphasizes on the whole organization
More creativity	Less creativity
Communication is controlled	Variety of communications
It is required to be consistent with the product/service attribute	It is required to be consistent with corporate identity

Check Your Progress – 1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. Define Corporate Communication

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ii. Explain the concept and works of corporate communication

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iii. Differentiate Marketing and organizational communication

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1.6. Types of Corporate Communications

Corporate communication is managing an organisations internal and external communications. Normally, Corporate Communications is categorized as −

Internal − It includes employees, Stakeholders, etc.

As the extent of communication grows, many companies create an employee relations (ER) function with dedicated staff to manage the numerous media through which senior managers can communicate among themselves and with the rest of the organization. Internal communication in the 21st century is more than the memos, publications, and broadcasts that comprise it; it's about building a corporate culture on values that drive organizational excellence. ER specialists are generally expected to fulfill one or more of the following four roles:

- Efficiency: Internal communication is used primarily to disseminate information about corporate activities.
- Shared meaning: Internal communication is used to build a shared understanding among employees about corporate goals.
- Connectivity: Internal communication is used mainly to clarify the connectedness of the company's people and activities.
- Satisfaction: Internal communication is used to improve job satisfaction throughout the company.

If you look it up, you will see that there are a lot of different types of corporate communication. People divided them according to various criteria, and so we have internal/ external, formal/ informal, etc. However, today we will focus on the internal/ external division since this is one of the clearest criteria. First, we will analyze what does each of them refer to, and then see why are they so important.

Internal Communication

- This type of corporate communications refers to the messages that are sent to employees or between stakeholders that are interested in the production phase. Here you have some examples:
- Messages sent to shareholders (who can be consumers as well);
- Employee handbooks and manuals;

- The mission statement of the company;
- Employee newsletters, e-mails, and e-newsletters;
- Trainings and seminars;
- Information found on the company's intranet;
- Unwritten communication (e.g., the corporate cultural norms), etc.
- corporate communications structure

The Importance of Internal Communication

1. Resource Libraries: All the employees need to have some procedures, policies, or bodies of work and other reference materials to work with. For this reason, there should be one place where they can go and find everything they need. All the internal communications need to be regulated and this must be written down in an organized manner.
2. Small Group or Individual Chats: The simplicity of the informal communication affects the way in which people relate to one another. Instilling a relaxed climate can help people work easier together. It's recommended that the communication between team members or all the colleagues be made simply, without any effort. Any difficulty that arises in this process translates to further problems and delays with the project, which is why this type of communication is essential. Don't forget to work on the cross-cultural communication as well.
3. Team Work and Collaboration: Besides the good rendering of information between co-workers, it's important to take care of the organization of projects and teams as well. In general, people need simple ways to organize themselves and to get things done. Complicating the process will, of course, lead to other problems. That's why it's not recommended to rely on streams and updates.
4. Peer to Peer Sharing: Any team members need to engage with one another, to share at least a minimal number of things outside of work and to feel comfortable enough to ask questions and to support each other. Setting the atmosphere right from the start is an imperative thing to do.
5. Leadership :We can't talk about strategy, wins, losses, celebrations, feedback, etc., without including leadership and communication. A leadership voice can make people feel they belong to something big and important, which further motivates them. Sadly or not, social networks aren't that good in compensating for this need of leadership communication.

External Communication

External communications refer to the messages sent outward by the company, or the ones received from possible customers, partners, etc. It includes the processes of spreading the news about the company to the public and stakeholders. Some external corporate communication examples are:

- Websites; Blogs; Mass media ads; Direct mail;
- Social media (Facebook, Twitter, etc.); Annual reports;
- Case studies, white papers; Promotional items; Financial records;
- Brochures and other printed sales materials, etc.

External Communications Importance

1. Public Relations : This is perhaps the first element you think about when you say 'external communication'. Public perception is just as important as sales when it comes to measuring a company's success. Newsletters, press releases, and media stories need to be coherent to inform people correctly about your business. Many business owners try to improve their image by talking about philanthropic and environmental efforts, for example.

2. Technology : It's essential to convey a proper image of your business over social media. however, with the present technology, there is a huge risk of facing a public backlash in case of a miscommunication. There are countless examples of bad marketing decisions made by a big brand in the last years, so you can learn from there. However, there is a huge benefit to technology as well: you can reach people worldwide. You are no longer limited to a geographical area, so you can create a huge fan base.

3. Branding : The entire effort of creating a good image, offering good PR and reaching a huge number of people has its risks as well. Everything you post online can have consequences, and you can't escape them. You need to have a great PR team since just one wrong quote, a wrong answer to a customer or a badly-worded piece of news can completely ruin your image.

Rules of Corporate Communications

- To leave you with something useful after reading about the division of corporate communications, we should have a brief look at some rules:
- Hire senior executives that know your company well;

- Trust and understand the communication processes;
- Allow communication leaders to educate other managers on this topic;
- Eliminate opaque communications and be transparent;
- Take advantage of your employees using social media and encourage them to post good things about the company.

1.7. Tools of Corporate Communications

Following are the tools of Corporate Communications −

- Company Logo, Company Design (including fonts and typefaces), Company stationary (e.g. letter heads, visiting cards, greetings, etc.)
- Internet Branding, Advertisement, campaign, direct marketing, etc.
- Site signage, Personal and commercial vehicle branding
- Code of Conduct (including HR conduct), Customer relations
- Rewards, appraisals, and recognitions

1.8.Responsibilities of Corporate Communications

Corporate communications has the following significant responsibilities −

- to promote the profile of the "company behind the brand" (corporate branding)
- to minimize discrepancies between the company's desired identity and brand features
- Manage and planning for corporate communications
- Dealing with internal and external audiences & Monitoring and regulation of market and audience responses
- Dealing with the media
- Persuasion and dissemination of corporate information
- Crisis management
- Giving advice to employees and executives, to formulate and execute effective Procedures to make decisions on communication matters, Dispute resolution
- Coordination with the stakeholders and other overseas customers/clients, to coordinate with international business firms



1.9.Four areas of Corporate Communication

Corporate communication covers any contract the company has with others. Roughly speaking, the addressees can be divided into four different areas.

Intern: employees

Often ignored in a uniform communication strategy, but actually the basis of efforts, is internal communication with employees. This communication is extremely diverse. Through e-mails and letters, forms and reports, circulars, notices, and newsletters, colleagues communicate with each other and management communicates with employees. These measures should also be carried out in the spirit of corporate identity and it should be checked whether all elements correspond to the corporate culture.

By using a corporate communication strategy in internal communication, it is possible to expose the employees to the branding and at the same time communicate the values and norms of the company. In addition, well thought-out communication with employees ensures greater satisfaction and a better working atmosphere.

External: customers

Besides the employees, the customers are the most important contact persons. If customers are not addressed appropriately, they will not buy anything and contribute to the failure of a company. A good corporate communications strategy appeals to customers in the right way and turns buyers into loyal customers. This is where corporate communication and marketing meet. Everything around the range of advertisements, the organization of newsletters, brochures, coupons and catalogs, and the complete online appearance, fall into this range.

However, not only the marketing department has contact with customers. Support and billing departments also communicate with buyers in one way or another. While the advertising sector in most companies follows a uniform strategy, the other contact points with customers must also be brought into line with corporate communication.

External: journalists

Work with the press – an area of public relations – should also function along the same lines as corporate communication. Particularly in the form of press releases and press conferences, the company can make its corporate identity public through the media. Not just the type of communication, but also the contents are important here. For example, it can make sense to include corporate social responsibility measures in the media. In this way, the external image can be controlled.

External: business partners

Contact with investors, shareholders, and other business partners must be made with great care. A disgruntled investor can cause the demise of a company. Therefore, both the content and form of communication are important. Contact takes place, not just in direct e-mails and conversations, but also through reports and letters to shareholders. Many companies create special brochures for their business partners in order to convey information about the company. If these means of communication are also created in the sense of corporate identity, this makes a very professional impression.

Check Your Progress – 2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Explain the concept of internal and external Corporate Communication
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v. Write a note on Tools of Corporate Communication

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vi. Comment on four areas of corporate communication

1.10. Scope of Corporate Communication

- Communication between people has become the most vital aspect in today's businesses. For efficient business, communication is vital, not only between the client and company personnel but also between the managers and staff members.

- Without communication there cannot be proper co-ordination. All concepts, reports, implementations and even monitoring of all activities must be done through communication.
- Before the world of internet and technological advancement communication to the staff members and clients were done through bulletins and internal memorandum and press releases. Now gone are those days when an internal memo or press release via medium and now each communication is being done through mobile texts and electronic mails which are accessed on the go at any place in the world.
- Stakeholders, Shareholders, CEOS are all able to share instant information about the company via mass communication
- Many may confuse corporate communication with public relations but one does not realize, that public relations, is a part of corporate communication
- Corporate communication can therefore be divided into two major divisions:

Internal Communication: Under Internal Communication, all communication between each member of the company is considered to be internal communication, starting from communication by the CEO to his secretary, managers to their sub-ordinates, to accounts and marketing strategies all conferences, meetings, presentations, memorandums, emails, texts, group discussions, every word relating to the company affairs between its employer and employees is considered to be internal.

External Communication: Deals with the communication with the mass at large, this includes public relations and customer relations which includes prospective investors as well. External communication deals with the promotion and advertisements relating to the company and its dealings.

- As there is no separate degree or course in Corporate Communications as a career, the candidate has to complete their 10+2 in any stream, though a commerce background with economics and accounting aid the candidate better.
- For undergraduate courses like any stream can be pursued but preferably a degree in business administration, marketing, mass media, advertising and accounts enables the candidate in the said field.

- There is a growth in the field of multinational companies, communication is important to be a great team leader. A lot of aspects ride on great communication skills. From branding to marketing, to maintaining sub-ordinates to answering to superiors, to resolving client issues to ensuring services on time, communication is what is required to be a manager.
- Every corporate house which include multi-national companies, media houses, public relations managements, advertising agencies, event management, require people who have the knack to present issues and handle events under immense pressure.
- Government organizations require people who can represent ideas and issues.
- Non-government organizations require people who can present the organization for the purpose of getting funds for the running of the business.
- Consultancy firms always require a person who has great corporate communication skills.

Basic skills required for a brand manger

- The person should of course have very good communication skills but along with that an amiable and friendly personality is required.
- Data analyzing and in-depth business knowledge is required
- Making presentations, business pitches, working on strategies
- Maintaining various people and supervising different teams towards a common goal.
- The person should be a team player.
- As a manger, one must be creative, constructive and collected.
- Must possess excellent administrative skills
- Must be aware of the legalities which are involved with the company
- Must know how to deal with public relations, media contacts, clients, investors and the main management
- Must know how to communicate strategizes and showcase their usage in the development of the company.
- Must ensure the smooth running and functioning of each department and prevent miscommunications between teams involved in the same project.
- There is no such separate course or degree for pursuing Corporate Communication. After completing 10+2, a bachelor degree preferably in marketing, mass communication, business, advertising or public relations can be pursued and thereafter specialized courses like media management or marketing communications can enable a candidate to pursue Corporate Communication.

1.11. Functions of a Corporate Communication

Corporate communications departments play a key role in how investors, employees and the general public perceive a company. They often report directly to a company’s chief executive officer and serve as advisers in managing a company’s reputation. They help leaders prepare for media interviews, develop messages to deliver to investors and employees and suggest new initiatives to keep companies on the cutting edge of communication with their stakeholders.

Media Relations and Communications

This may be the function for which corporate communication managers are best known. Media relations work includes writing and distributing news releases and responding to media inquiries. Corporate communicators oversee all planning for news conferences,

including selecting the site for an event, arranging for banners and other graphics to be displayed at the event, preparing packets of information to distribute to the media and preparing executives to speak at news conferences. Media relations also involves arranging for spokespersons to appear on local television and radio programs. Corporate communicators monitor newspapers, television news broadcasts and other outlets to see what the media is saying about the company and to devise strategies to address misinformation.

Customer and Public Relations

Building relationships with customers and responding to inquiries from the public fall under the public relations function of corporate communications. Duties in this area include producing newsletters, brochures and other printed materials designed for the general public.

Corporate communicators also manage a company's website and social media presence, which includes monitoring what customers and clients are saying about the company on social networking websites and responding to inaccurate posts or requests for information.

Communication professionals may respond directly to calls and emails from citizens and customers with questions about a company's plans or activities. They arrange for speakers from the company to make presentations to local community groups and may facilitate group tours of a company's operations.

Advising in Crisis Communication

When an event occurs that threatens public safety or a company's reputation, corporate communicators function as advisers to CEOs and senior leaders in managing the crisis. Special training in the issues unique to crisis communication helps corporate communicators prepare for events such as chemical spills, violence in the workplace, an accidental death on the job, layoff announcements and allegations of company wrongdoing. They often work with staff throughout their organizations to develop crisis communication plans before disaster strikes.

A crisis may require communications staff to work with attorneys, government regulators, political officials, emergency response personnel and communications staff from other companies when developing crisis messages.

Internal Employee Communications

In addition to conveying a company's messages to external audiences, corporate communicators may also be called on to function as employee communications managers, which include designing printed publications and writing emails to announce company news, benefits information and training opportunities. Corporate communicators may facilitate focus groups to learn what issues matter most to front-line employees. They advise senior leaders on how to improve relationships with their staff and gain support for their initiatives. The corporate communications staff may also manage a company's Intranet and internal blogs.

Investor Relations

Investor Relations (IR) combines finance, communication, and marketing to effectively control the flow of information between a public company, its investors, and its stakeholders. Investors play a major and vital role in the success and growth of a company. Because of that fact, it's of the utmost importance for companies to maintain strong, transparent relationships with investors. This is where the investor relations department of a company comes into play.

The main goals of an investor relations professionals are:

a)Representing the company to investors and representing investors to the company

b)Providing financial information to investors (retail and institutional) in a timely and accurate way

c)Observing the rules of securities commissions and stock exchanges

D)Not aggressive sales promotion or "closing"

f)Presenting investor feedback to company management and board

Government Relations

By the very nature of its name, **public relations involve** interactions and communications between various organizations and the public. This includes:

- anticipating and interpreting public opinion

- researching programs of action to educate the public
- setting objectives and plans to convey a particular message

A logical part of communicating with the public also involves communicating with the public about legislative policy decisions; conveying an organization's responsibilities as it relates to those policy decisions; and having an opportunity to influence and change public policy. As such, a strong government relations practice is essential to the public relations umbrella of any communications organization.

Government relations specifically focuses on how an organization interacts with the government and its various branches and officials. This is the area of public relations that helps build relationships and positive interactions between an organization and government officials. Government relations relies heavily on communicating about regulatory issues, one-on-one conversations with government representatives, and lobbying efforts on behalf of a group or organization.

Check Your Progress – 3

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

vii. Explain the scope of Corporate Communication

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viii. What are the skills needed for corporate communication manager?

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ix. List the functions of corporate communication

1.12. Let us Sum up

Corporate communication is a total communication activity generated by a company, body, and institute to its public in order to achieve its planned objective. In simple words, corporate communication includes advertising, marketing, communications, marketing and public relation, but they all function under a managed perspective. Corporate

communication is a broad concept that can include almost anything that a company does. Van Riel (1995) identifies three types of corporate communication: first, management communication, this refers to how managers inform their employees; second, marketing communication, that support sales of particular goods, and third, organizational communication, which deals with public relations, public affairs, investor relations, labor market, corporate advertising, environmental communication and internal communication.

As there is no separate degree or course in Corporate Communications as a career, the candidate has to complete their 10+2 in any stream, though a commerce background with economics and accounting aid the candidate better. For undergraduate courses like any stream can be pursued but preferably a degree in business administration, marketing, mass media, advertising and accounts enables the candidate in the said field. Corporate communications departments play a key role in how investors, employees and the general public perceive a company. They often report directly to a company's chief executive officer and serve as advisers in managing a company's reputation.

1.13. Unit – End Exercises

- Pick a company with which you are familiar or that you may have worked for in the past. Describe the company's corporate communication in terms of its corporate identity, image and reputation.

- In your experience, how integrated is this company's communication? And how does the company compare on this dimension with its direct competitors?

1.14. Answers to Check Your Progress

i. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization's ability to retain its license to operate.

ii. Communication works: include management communication, Marketing communication and organizational communication.

iii. Marketing communication has customers and emphasizes on a product or service. Corporate Communication has multiple stakeholders and emphasizes on the whole organization.

iv. Internal communication is used primarily to disseminate information about corporate activities. It shared understanding among employees about corporate goals. External communication refers to the messages sent outward by the company, spreading news about the company to the public and stakeholders.

v. Tools of Corporate Communinication: Company Logo, Company Design (including fonts and typefaces), Company stationary (e.g. letter heads, visiting cards, greetings, etc.)

vi. Corporate communication covers any contract the company has with others. Roughly speaking, the addressees can be divided into four different areas – Employees, Customers, Journalists and Business Partners

vii. Scope of Corporate communication **is e**very corporate house which include NGO's, multi-national companies, media houses, public relations managements, advertising agencies, event management, require people who have the knack to present issues and handle events under immense pressure. Government organizations require people who can represent ideas and issues

viii. Basic skill required for the person should of course have very good communication skills but along with that an amiable and friendly personality is required. Data analyzing and in-depth business knowledge is required, Making presentations, business pitches, working on strategies

ix. Main function of Corporate Communication help leaders prepare for media interviews, develop messages to deliver to investors and employees and suggest new initiatives to keep companies on the cutting edge of communication with their stakeholders.

1.15. Suggested Readings

http://www.businessdictionary.com/definition/corporate-communication.html
http://www.yourarticlelibrary.com/management/communication/corporate-communication-meaning-importance-and-guidelines/70168
https://www.google.com/imgres?imgurl
https://www.tc.columbia.edu/media/centers/cahn-fellows/summer-leadership-institute/study-sessions/10-Principles-of-Organizational-Culture.pdf
https://blog.enplug.com/corporate-culture

UNIT – II

BASICS OF CORPORATE CULTURE

Structure

2.1. Introduction
2.2. Objectives
2.3. Definition
2.4. Principles of Corporate Culture
2.5. Types of Organizational Culture
2.6. Characteristics of Corporate Culture
2.7. Citizenship
2.8. Philanthrophy
2.9. International Communication
2.10. Let us Sum up
2.11. Unit – End Exercises
2.12. Answer to Check Your Progress
2.13. Suggested Readings

2.1.Introduction



This unit discusses about the definitions and concepts of corporate culture. Corporate culture refers to the beliefs and behaviours that determine how a company's employees and management interact. Corporate culture is also influenced by national cultures and traditions, economic trends, international trade, company size, and products. Corporate cultures, whether shaped intentionally or grown organically, reach to the core of a company's ideology and practice, and affect every aspect of a business This unit also discusses types, basics and importance of corporate culture. Also explain about the concept of citizenship, philanthropy and international communication.

2.2.Objectives

- To understand about the corporate culture
- To learn about the basic principles of corporate culture
- To understand the areas of citizenship, philanthrophy and International Communication

2.3.Definition



Corporate culture is the pervasive values, beliefs and attitudes that characterize a company and guide its practices. To some extent, a company's internal **culture** may be articulated in its mission statement or vision statement.

Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires. A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, treatment of clients, client satisfaction, and every other aspect of operations.

2.3.1. Description of Corporate Culture



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Here is a list of some values that many companies prioritize:

- Respect and fairness.
- Trust and integrity.
- A growth mindset.
- Teamwork.
- Employee engagement and opportunities for advancement.
- Communication and transparency.
- Diversity
- Results



https://www.google.com/search?biw=1366&bih=657&tbm=isch&sa

2.4. Five main fundamental principles of corporate culture

There are five main fundamental principles that you should take into account when initiating the development of an office culture. What works well for one company may not work so well for another, therefore the culture needs to be tailored towards business objectives and principles. Consequently, the following factors should be considered:

1. Working together to reach company goals : Three principles into the company culture to prevent employee discontent**;**

1. Compassionate communication between the manager and their team.
2. Thriving collaboration between employees, working together to satisfy the company's 'mission'.
3. Positive deviance, allowing employees to be creative and come up with their own strategies that may help propel business forward through innovation.

2. Celebrate success and champion innovation : According to Forbes; "By emphasizing the importance of an employee's role and its overall impact on the success of the company, not only will your employees enjoy seeing their hard work translated into tangible results, but your company will function more efficiently because of it." These successes should be talked

about and celebrated; hard-work should not go unnoticed. When employees hit targets, give them recognition and commemorate their dedication. This will encourage people to excel and achieve more demanding goals.

3. Get it right from the start : In an interview with Jim Hart, CEO of Senn Delaney, he expresses how, “Leaders need to have a clear, compelling purpose for themselves and their organization, coupled with a strong business rationale to inspire a thriving organizational culture.” Communication of company culture and purpose should be passed on during the on-boarding process, and existing employees and management should be able to, with ease, relay company objectives and ethos.

4. Create an affable working environment : Tailor your workplace incentive schemes around the employees within your organization. The most impactful encouragements are not always monetary. Make the employee want to work hard for you and the company by incentivizing and creating an environment where workers feel safe and comfortable. Take inspiration from the aforementioned global giants who have created a hub of creativity and innovation, by investing in the workers, and their personal goals and objectives.

5. Communication and engagement : Good communication is key to team building within a company. If employees feel as though they are part of a team, where their work and time is valued by others and those in authority, this will create a greater sense of wellbeing. Workers output will be optimized if they feel trusted, supported and are consistently learning. Management should facilitate communication when necessary, and can encourage that through transparency; allowing employees access to relevant information that might sit outside of their current silo and holding an open door policy. Peer to peer mentoring is also beneficial.

The most successful company cultures are not always those that have developed through substantial investments, but those that allow employees to feel valued, safe, and part of a larger common goal. Employers should assess whether prospective workers will fit into the office culture at interview stage, as the ability for someone to personally integrate into an established team and culture is more often than not as vital as the skills they bring.

Four Types of Leaders:

In fact, when companies map out their organizations, they can identify leaders who exhibit different core leadership strengths (see "Four Types of Authentic Informal Leaders").

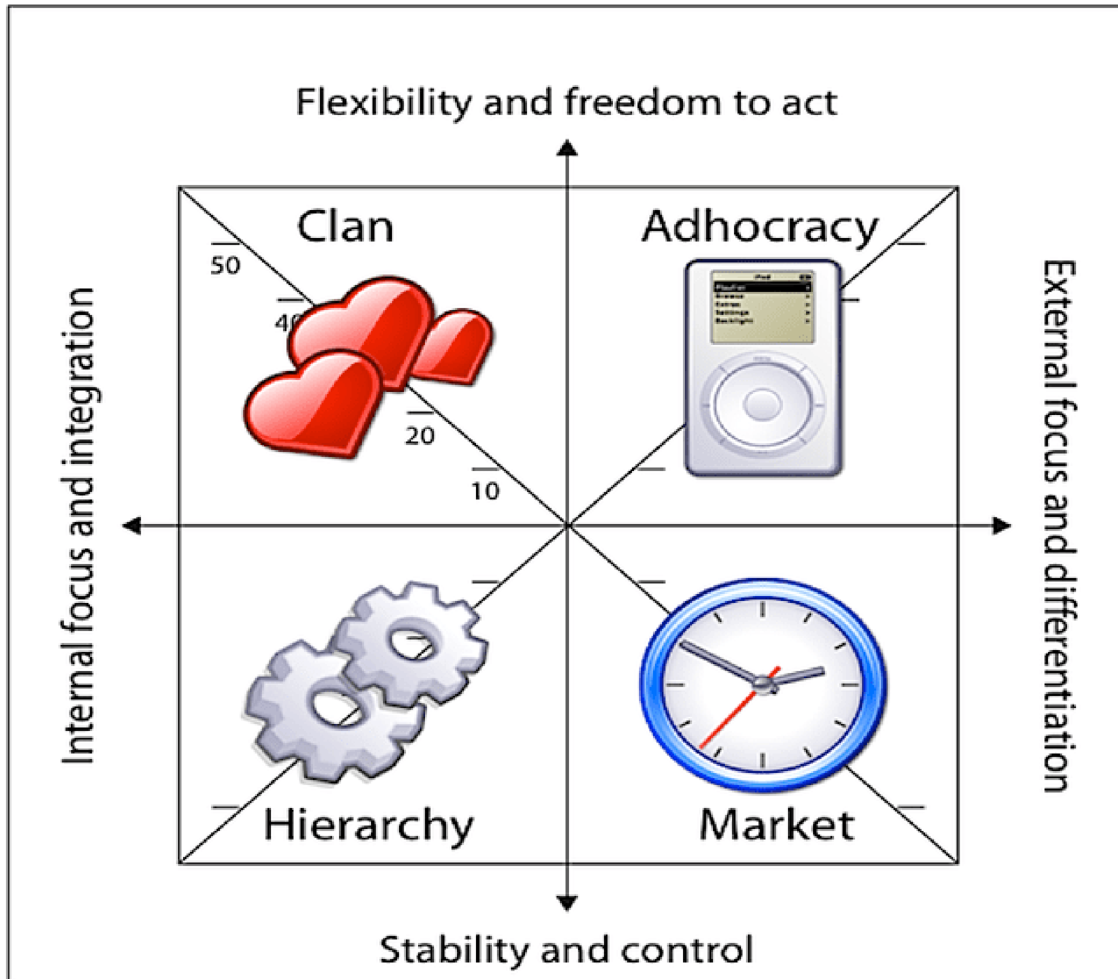
Four Types of Authentic Informal Leaders Every organization has people who influence and energize others without relying on their title or formal position in the hierarchy to do so. We call them "authentic informal leaders." They are a powerful resource in spreading a critical few behaviors from the bottom up. Among the many types of informal leaders present in organizations, the following are seen most frequently.
Pride builders *are master motivators of other people, and catalysts for improvement around them. Often found in the role of line manager, they understand the motivations of those with whom they work. They know how to foster a sense of excellence among others. They can be found at every level of a hierarchy; some of the most effective pride builders are close to the front line, where they can interact directly with customers as well as employees. Pride builders often have powerful insights about the culture and about what behaviors are likely to lead to improvement.*
Exemplars *are role models. They bring vital behaviors or skills to life, and others pay attention to them. They are well respected and are effective peer influencers in the middle and senior management cohorts.*
Networkers *are hubs of personal communication within the organization. They know many people, and communicate freely and openly with them. They serve as links among people who might not otherwise share information or ideas. If you want to see an idea travel virally through an enterprise, enlist your networkers.*
Early adopters *enthusiastically latch onto and experiment with new technologies, processes, and ways of working. Involve them in your performance pilots, or whenever you are trying to demonstrate impact quickly.*

2.5.Types of Organization Culture

According to Robert E. Quinn and Kim S. Cameron at the University of Michigan at Ann Arbor, there are four types of organizational culture: Clan, Adhocracy, Market, and Hierarchy.

- **Clan** oriented cultures are family-like, with a focus on mentoring, nurturing, and "doing things together." A team oriented company with a team-first corporate culture makes employees' happiness its top priority. Frequent team outings, opportunities to provide meaningful feedback, and flexibility to accommodate employees' family lives are common markers of a team-first culture. Netflix is a great example – their recent decision to offer unlimited family leave gives employees the autonomy to decide what's right for them.
- **Adhocracy** oriented cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and "doing things first." An elite corporate culture hires only the best because it's always pushing the envelope and needs employees to not merely keep up, but lead the way. Innovative and sometimes daring, companies with an elite culture hire confident, capable, competitive candidates. The result? Fast growth and making big splashes in the market.
- **Market** oriented cultures are results oriented, with a focus on competition, achievement, and "getting the job done." Horizontal corporate culture is common among startups because it makes for a collaborative, everyone-pitch-in mindset. These typically younger companies have a product or service they're striving to provide, yet are more flexible and able to change based on market research or customer feedback. Though a smaller team size might limit their customer service capabilities, they do whatever they can to keep the customer happy—their success depends on it.
- **Hierarchy** oriented cultures are structured and controlled, with a focus on efficiency, stability and "doing things right." Traditional companies have clearly defined hierarchies and are still grappling with the learning curve for communicating through new mediums. Companies where a tie and/or slacks are expected are, most likely, of the conventional sort. In fact, any dress code at all is indicative of a more traditional culture, as are a numbers-focused approach and risk-averse decision making. Your local bank or car dealership likely embodies these traits. The

customer, while crucial, is not necessarily always right—the bottom line takes precedence. But in recent years, these companies have seen a major shift in how they operate. That's a direct result of the digital age, which has brought about new forms of communication through social media and software as a service (SaaS).



Source: https://www.artsfwd.org/4-types-org-culture/

2.5.1. Charles Handy, a leading authority on organizational culture, defined four different kinds of culture:

Power Culture: In an organization with a power culture, power is held by just a few individuals whose influence spreads throughout the organization. There are few rules and regulations in a power culture. What those with power decide is what happens.

Employees are generally judged by what they achieve rather than how they do things or how they act. A consequence of this can be quick decision-making, even if those decisions aren't in the best long-term interests of the organization.

A power culture is usually a strong culture, though it can swiftly turn toxic.

Role Culture : Organizations with a role culture are based on rules. They are highly controlled, with everyone in the organization knowing what their roles and responsibilities are Power in a role culture is determined by a person's position (role) in the organizational structure. Role cultures are built on detailed organizational structures which are typically tall (not flat) with a long chain of command. A consequence is that decision-making in role cultures can often be painfully-slow and the organization is less likely to take risks.

In short, organizations with role cultures tend to be very bureaucratic.

Task Culture : Task culture forms when teams in an organization are formed to address specific problems or progress projects. The task is the important thing, so power within the team will often shift depending on the mix of the team members and the status of the problem or project. With productive and creative, the right mix of skills, personalities and leadership, working in teams.

Whether the task culture proves effective will largely be determined by the team dynamic.

Person Culture: In an organization with person cultures, individuals very much see themselves as unique and superior to the organization. The organization simply exists in order for people to work. An organization with a person culture is really just a collection of individuals who happen to be working for the same organization.

2.5.2. Various Other Types Of Organization Culture:

The practices, principles, policies, and values of an organization form its culture. The culture of an organization decides the way employees behave amongst themselves as well as the people outside the organization.

Normative Culture : In such a culture, the norms and procedures of the organization are predefined and the rules and regulations are set as per the existing guidelines. The employees behave in an ideal way and strictly adhere to the policies of the organization. No employee dares to break the rules and sticks to the already laid policies.

Pragmatic Culture : In a pragmatic culture, more emphasis is placed on the clients and the external parties. Customer satisfaction is the main motive of the employees in a pragmatic culture. Such organizations treat their clients as Gods and do not follow any set rules. Every employee strives hard to satisfy his clients to expect maximum business from their side.

Academy Culture : Organizations following academy culture and hire skilled individuals. The roles and responsibilities are delegated according to the background, educational

qualification and work experience of the employees. Organizations following academy culture are very particular about training the existing employees. They ensure that various training programs are being conducted at the workplace to hone the skills of the employees. The management makes sincere efforts to upgrade the knowledge of the employees to improve their professional competence. The employees in an academy culture stick to the organization for a longer duration and also grow within it. Educational institutions, universities, hospitals etc. practice such type of culture.

Baseball Team Culture : A baseball team culture considers the employees as the most treasured possession of the organization. The employees are the true assets of the organization who have a major role in its successful functioning.

In such a culture, the individuals always have an upper edge and they do not bother much about their organization. Advertising agencies, event management companies, financial institutions follow such a culture.

Club Culture: Organizations following a club culture are very particular about the employees they recruit. The individuals are hired as per their specialization, educational qualification, and interests.

Each one does what he is the best. The high potential employees are promoted suitably and appraisals are a regular feature of such a culture.

Fortress Culture : There are certain organizations where employees are not very sure about their career and longevity. Such organizations follow fortress culture. The employees are terminated if the organization is not performing well. Individuals suffer the most when the organization is at a loss. Stock broking industries follow such a culture.

Tough Guy Culture : In a tough guy culture, feedbacks are essential. The performance of the employees is reviewed from time to time and their work is thoroughly monitored. Team managers are appointed to discuss queries with the team members and guide them whenever required. The employees are under constant watch in such a culture.

Bet your Company Culture: Organizations which follow bet your company culture take decisions which involve a huge amount of risk and the consequences are also unforeseen. The principles and policies of such an organization are formulated to address sensitive issues and it takes time to get the results.

Process Culture: As the name suggests the employees in such a culture adhere to the processes and procedures of the organization. Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and

work according to the ideologies of the workplace. All government organizations follow such a culture.

Check Your Progress – 2. 1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. Explain the principles of corporate culture

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ii. Write a note on organisation culture of Robert E. Quin.

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iii. Differentiate Normative and Pragmatic Culture

2.6. Seven Elements/ Characteristics of corporate culture

Seven common elements/characteristics

1. **Innovation & risk taking**: the degree to which employees are expected to be creative and take risks.
2. **Stability**: degree to which activities focus on the status quo rather than change.
3. **Attention to detail**: degree to which there is concern for precision and detail.
4. **Outcome orientation**: degree to which management emphasizes results.
5. **People orientation**: degree to which management decisions are sensitive to individual.
6. **Team orientation**: degree to which work activities are organized around teams rather than individuals.
7. **Aggressiveness**: degree to which employees are expected to be competitive than easy going.

Innovation (Risk Orientation)

Companies with cultures that place a high value on innovation encourage their employees to take risks and innovate in the performance of their jobs. Companies with cultures that place a

low value on innovation expect their employees to do their jobs the same way that they have been trained to do them, without looking for ways to improve their performance.

Attention to Detail (Precision Orientation)

This characteristic of organizational culture dictates the degree to which employees are expected to be accurate in their work. A culture that places a high value on attention to detail expects its employees to perform their work with precision. A culture that places a low value on this characteristic does not.

Emphasis on Outcome (Achievement Orientation)

Companies that focus on results, but not on how the results are achieved, place a high emphasis on this value of organizational culture. A company that instructs its sales force to do whatever it takes to get sales orders has a culture that places a high value on the emphasis on outcome characteristic.

Emphasis on People (Fairness Orientation)

Companies that place a high value on this characteristic of organizational culture place a great deal of importance on how their decisions will affect the people in their organizations. For these companies, it is important to treat their employees with respect and dignity.’

Teamwork (Collaboration Orientation)

Companies that organize work activities around teams instead of individuals place a high value on this characteristic of the organizational culture. People who work for these types of companies tend to have a positive relationship with their co-workers and managers.

Aggressiveness (Competitive Orientation)

This characteristic of organizational culture dictates whether group members are expected to be assertive or easygoing when dealing with companies they compete within the marketplace. Companies with an aggressive culture place a high value on competitiveness and outperforming the competition at all costs.

Stability (Rule Orientation)

A company whose culture places a high value on stability is rule-oriented, predictable, and bureaucratic in nature. These types of companies typically provide consistent and predictable levels of output and operate best in non-changing market conditions.

These are the seven characteristics which are common in the context of organizational culture. Of course, it is true that the characteristics are not the same in all times and spheres.





2.6.1. Cultural Variables (Identified by Harris and Moran)

Culture, therefore, is moral, intellectual and spiritual discipline for advancement, in accordance with the norms and values based on accumulated heritage.

It is a system of learned behavior shared by and transmitted among the members of the group. There are so many cultural variables which were identified by Harris and Moran.

Kinship : A kinship system is a system adopted by a given society to guide family relationships**.**

Education : The formal or informal education of workers in a foreign firm, received from whatever source, greatly affects the expectations placed on those workers in the workplace. ‘ Economy: Whatever the economic system, the means of production and distribution (and the resulting effects on individuals and groups) has a powerful influence on such organizational processes as sourcing, distribution, incentives, and repatriation of capital.

Politics : The system of government in a society, whether democratic, Communist, or dictatorial, imposes varying constraints on an organization and its freedom to do business. ”

Religion : The spiritual beliefs of a society are often so powerful that they transcend other cultural aspects.

Associations : Many and various types of associations arise out of the formal and informal groups that make up a society.

Health: The system of health care in a country affects employee productivity, expectations, and attitudes toward physical fitness and its role in the workplace.

Recreation : Closely related to other cultural factors, recreation includes the way in which people use their leisure time, as well as their attitudes toward leisure and their choice of whom to socialize with. Actually it is a Collective heritage learned by individuals and parsed from one generation to another. The individual receives culture as part of the social heritage and in turn, may reshape the culture and introduce changes which then become part of the heritage of succeeding generations.

2.6.2. How to Keep the Culture Alive in your Organization?



Once a culture is in place, there are practices within the organization that act to maintain it by giving employees a set of similar experiences.

Some important practices which help to sustain the culture strengthening organizational culture are as depicted in the following diagram:



Selection

The first such practice is the careful selection of candidates.

Standardized procedures should be used to hire the right people for the right jobs. Trained personnel interview the candidates and attempt to screen out those whose personal styles and values do not fit with the organization's culture. By identifying the candidates who can culturally match the organizational culture, selection helps sustain culture to a large extent.

Additionally, the selection process provides to the applicants, information about the organizational culture. If the applicants perceive a conflict between their values and values of the organization, they can themselves decide not to join the organization.

Top Management

The actions of top management also have a major impact on the organization's culture.

Through what they say, how do they behave senior executives establish norms that filter through the organization as to whether risk taking is desirable, how much freedom managers should give to their subordinates, what is the appropriate dress code, what actions will pay off in terms of pay raise, promotions, and other rewards and the like.

Organisational Culture

Three levels of management are found in organizational hierarchy; they are the top-level management, middle-level management, and low-level management.

Top-level managers are responsible for setting goals, creating plans and supervise the entire organization.

Middle-level managers are engaged in diverting organizational activities to attain the goals set by top management.

The lower-level managers are running every work unit in the organization and carrying out the essential tasks. They are the foot soldiers of the company.

Socialization

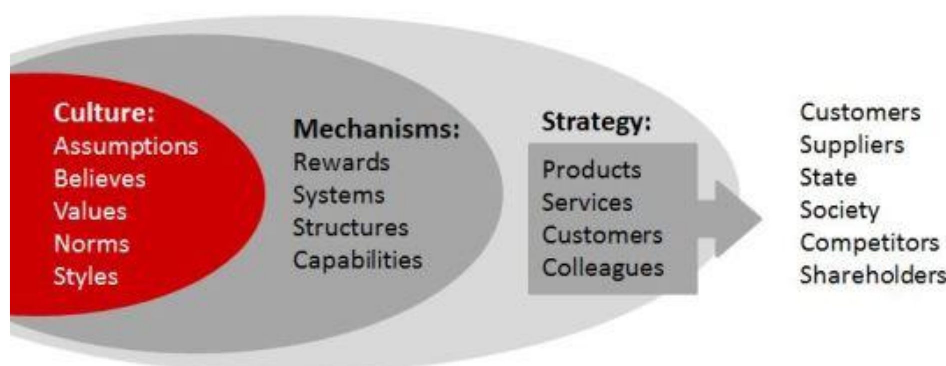
The organization may have done a very good job in the recruitment and selection of the employees, but sometimes the employees are still not indoctrinated in the organization's culture. Since these persons are not familiar with the organization's culture they are most

likely to disturb the existing beliefs and customs of the organization. Therefore, it is very essential for the organization to help new employees adapt to its culture. This adaptation process is called '**Socialization**'.

2.6.3. Roles of Organizational Culture

Culture plays an important role in organizations. Some organizations which developed a strong corporate culture, they increased their goodwill and got a good position in the market. The various roles of organizational culture are given below:

- Culture unites (brings together) employees by providing a sense of identity with the organization.
- An informal control mechanism. Facilitation of open communication.
- Culture enables organizations to differentiate themselves from one another.
- Culture often generates commitment, superseding personal interests.
- Culture sets organization norms, rules, and standards. Thereby, culture enables employees to function in an organization, by teaching them how to behave.
- A shared understanding.
- Culture becomes especially important in a program/project-based organization. In such an organization, the hierarchy is flat and decision-making is moved to the project/programme purpose units and departments. In this context, culture provides the guiding light towards the achievement of goals and objectives.
- Enhanced mutual trust and cooperation. Fewer disagreements and more efficient decision-making processes.
- Assisting employees in making sense of their behaviors by providing justification for behaviours.



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Check Your Progress – 2.2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Explain the seven characteristics and elements of corporate culture.

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v. Comment on Culture Variables.

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vi. Mention the role of organisational culture

2.7.Citizenship

Corporate citizenship is the term used to describe the contribution a business or organization makes to the local community or society as a whole. These contributions include not only the company's core business activities, but also its investments in the local community. An organization's long-term success depends on having favorable corporate citizenship. For this to happen, the company must successfully engage with its employees, shareholders, business partners, customers, the government, and the rest of the community.

These relationships are vital for a business that wants to have successful financing and social standings within the community. Corporate citizenship is often referred to as corporate social responsibility or corporate governance. Corporate citizenship involves the social responsibility of businesses and the extent to which they meet legal, ethical, and economic responsibilities, as established by shareholders.

Corporate citizenship is growing increasingly important as both individual and institutional investors begin to seek out companies that have socially responsible orientations such as their environmental, social, and governance (ESG) practices.

Good **corporate citizenship** performance reduces risk and improves the financial performance of efficient firms. Firms that are efficient in their business operations can further improve the company's financial performance and reduce risk with good **corporate** social performance.



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2.7.1. Corporate Social Responsibility (CSR)

Corporate social responsibility (CSR) is a broad concept of corporate citizenship that can take various forms depending on the company and industry. Through CSR programs, philanthropy, and volunteer efforts, businesses can benefit society while boosting their own brands. As important as CSR is for the community, it is equally valuable for a company. CSR activities can help forge a stronger bond between employee and corporation; they can boost morale and can help both employees and employers feel more connected with the world around them.

In order for a company to be socially responsible, it first needs to be responsible for itself and its shareholders. Often, companies that adopt CSR programs have grown their business to the point where they can give back to society. Thus, CSR is primarily a strategy of large corporations. Also, the more visible and successful a corporation is, the more responsibility it has to set standards of ethical behavior for its peers, competition, and industry.

2.7.2. The Basics of Corporate Citizenship

Corporate citizenship refers to a company's responsibilities toward society. The goal is to produce higher standards of living and quality of life for the communities that surround them and still maintain profitability for stakeholders. The demand for socially responsible corporations continues to grow, encouraging investors, consumers, and employees to use their individual power to negatively affect companies that do not share their values.

All businesses have basic ethical and legal responsibilities; however, the most successful businesses establish a strong foundation of corporate citizenship, showing a commitment to ethical behavior by creating a balance between the needs of shareholders and the needs of the community and environment in the surrounding area. These practices help bring in consumers and establish brand and company loyalty.

Companies go through different stages during the process of developing corporate citizenship. Companies rise to the higher stages of corporate citizenship based on their capacity and credibility when supporting community activities, a strong understanding

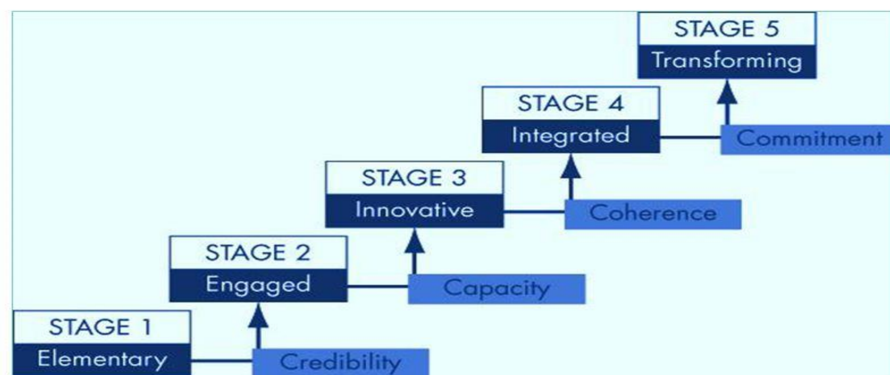
of community needs, and their dedication to incorporate citizenship within the culture and structure of their company.

key Takeaways

- *Corporate citizenship refers to a company's responsibilities toward society.*
- *Corporate citizenship is growing increasingly important as both individual and institutional investors begin to seek out companies that have socially responsible orientations such as their environmental, social, and governance (ESG) practices.*
- *Companies go through increasing stages during the process of developing corporate citizenship.*

2.7.3. The Development of Corporate Citizenship

The five stages of corporate citizenship are defined as:



In the **elementary stage**, a company's citizenship activities are basic and undefined because there is scant corporate awareness and little to no senior management involvement. Small businesses, in particular, tend to linger in this stage. They are able to comply with the standard health, safety, and environmental laws, but they do not have the time nor the resources to fully develop greater community involvement.

In the **engagement stage**, companies will often develop policies that promote the involvement of employees and managers in activities that exceed rudimentary compliance to basic laws.

Citizenship policies become more comprehensive in the **innovative stage**, with increased meetings and consultations with shareholders and through participation in forums and other outlets that promote innovative corporate citizenship policies.

In the **integrated stage**, citizenship activities are formalized and blend in fluidly with the company's regular operations. Performance in community activities is monitored, and these activities are driven into the lines of a business.

Once companies reach the **transforming stage**, they understand that corporate citizenship plays a strategic part in fueling sales growth and expansion to new markets. Economic and social involvement is a regular part of a company's daily operations in this stage.

Digital citizenship can be defined as the norms of appropriate, responsible behavior with regard to technology use.

2.7.4. Nine Elements of Digital Citizenship

1. **Digital Access**: full electronic participation in society. Technology users need to be aware that not everyone has the same opportunities when it comes to technology. Working toward equal digital rights and supporting electronic access is the starting point of Digital Citizenship. Digital exclusion makes it difficult to grow as a society increasingly using these tools. Helping to provide and expand access to technology should be goal of all digital citizens. Users need to keep in mind that there are some that may have limited access, so other resources may need to be provided. To become productive citizens, we need to be committed to make sure that no one is denied digital access.

2. **Digital Commerce**: electronic buying and selling of goods. Technology users need to understand that a large share of market economy is being done electronically. Legitimate and legal exchanges are occurring, but the buyer or seller needs to be aware of the issues associated with it. The mainstream availability of Internet purchases of toys, clothing, cars, food, etc. has become commonplace to many users. At the same time, an equal amount of goods and services which are in conflict with the laws or morals of some countries are surfacing (which might include activities such as illegal downloading, pornography, and

gambling). Users need to learn about how to be effective consumers in a new digital economy.

3. **Digital Communication**: electronic exchange of information. One of the significant changes within the digital revolution is a person's ability to communicate with other people. In the 19th century, forms of communication were limited. In the 21st century, communication options have exploded to offer a wide variety of choices (e.g., e-mail, cellular phones, instant messaging). The expanding digital communication options have changed everything because people are able to keep in constant communication with anyone else. Now everyone has the opportunity to communicate and collaborate with anyone from anywhere and anytime. Unfortunately, many users have not been taught how to make appropriate decisions when faced with so many different digital communication options.

4. **Digital Literacy**: process of teaching and learning about technology and the use of technology. While schools have made great progress in the area of technology infusion, much remains to be done. A renewed focus must be made on what technologies must be taught as well as how it should be used. New technologies are finding their way into the work place that are not being used in schools (e.g., Videoconferencing, online sharing spaces such as wikis). In addition, workers in many different occupations need immediate information (just-in-time information). This process requires sophisticated searching and processing skills (i.e., information literacy). Learners must be taught how to learn in a digital society. In other words, learners must be taught to learn anything, anytime, anywhere. Business, military, and medicine are excellent examples of how technology is being used differently in the 21st century. As new technologies emerge, learners need to learn how to use that technology quickly and appropriately. Digital Citizenship involves educating people in a new way—these individuals need a high degree of information literacy skills.

5. **Digital Etiquette**: electronic standards of conduct or procedure. Technology users often see this area as one of the most pressing problems when dealing with Digital Citizenship. We recognize inappropriate behavior when we see it, but before people use technology they do not learn digital etiquette (i.e., appropriate conduct). Many people feel uncomfortable talking to others about their digital etiquette. Often rules and regulations are created or the technology is simply banned to stop inappropriate use. It is not enough to create rules and policy, we must teach everyone to become responsible digital citizens in this new society.

6. **Digital Law**: electronic responsibility for actions and deeds Digital law deals with the ethics of technology within a society. Unethical use manifests itself in form of theft and/or crime. Ethical use manifests itself in the form of abiding by the laws of society. Users need to understand that stealing or causing damage to other people's work, identity, or property online is a crime. There are certain rules of society that users need to be aware in a ethical society. These laws apply to anyone who works or plays online. Hacking into others information, downloading illegal music, plagiarizing, creating destructive worms, viruses or creating Trojan Horses, sending spam, or stealing anyone's identify or property is unethical.

7. **Digital Rights & Responsibilities**: those freedoms extended to everyone in a digital world. Just as in the American Constitution where there is a Bill of Rights, there is a basic set of rights extended to every digital citizen. Digital citizens have the right to privacy, free speech, etc. Basic digital rights must be addressed, discussed, and understood in the digital world. With these rights also come responsibilities as well. Users must help define how the technology is to be used in an appropriate manner. In a digital society these two areas must work together for everyone to be productive.

8. **Digital Health & Wellness**: physical and psychological well-being in a digital technology world. Eye safety, repetitive stress syndrome, and sound ergonomic practices are issues that need to be addressed in a new technological world. Beyond the physical issues are those of the psychological issues that are becoming more prevalent such as Internet addiction. Users need to be taught that there are inherent dangers of technology. Digital Citizenship includes a culture where technology users are taught how to protect themselves through education and training.

9. **Digital Security** (self-protection): electronic precautions to guarantee safety. In any society, there are individuals who steal, deface, or disrupt other people. The same is true for the digital community. It is not enough to trust other members in the community for our own safety. In our own homes, we put locks on our doors and fire alarms in our houses to provide some level of protection. The same must be true for the digital security. We need to have virus protection, backups of data, and surge control of our equipment. As responsible citizens, we must protect our information from outside forces that might cause disruption or harm.

2.8.Philanthropy

Philanthropy*(n)*: The origin of the word philanthropy is Greek and means love for mankind. Today, philanthropy includes the concept of voluntary giving by an individual or group to promote the common good. Philanthropy addresses the contribution of an individual or group to other organizations that in turn work to improve the quality of life for all citizens or residents. **Philanthropy** is an idea, event, or action that is done to better humanity and usually involves some sacrifice as opposed to being done for a profit motive. Acts of **philanthropy** include donating money to a charity, volunteering at a local shelter, or raising money to donate to cancer research.

Corporate philanthropy refers to the all of the ways in which companies achieve a positive social impact through strategic and generous use of finances, employee time, facilities, or their own products and services, to help others in the community and support beneficial causes. **Corporate philanthropy** is the act of a **corporation** or business promoting the welfare of others, generally through charitable donations of funds or time.

As with 'Corporate Social Responsibility, 'corporate philanthropy' is an umbrella term which encompasses a number of different values, interests, mindsets and alternative approaches. These, in turn, are based on a variety of perceptions shaped by cultural, contextual and professional factors. Such pluralism of definition inevitably gives rise to confusion and renders comparisons difficult. For most members of civil society the term 'philanthropy' triggers humanitarian, altruistic, pro-poor associations. In contrast, 'strategic corporate philanthropy' and 'strategic social investment' tend to derive from the primary purpose of benefiting the corporate bottom-line by developing future markets or making the supply chain more efficient. For this reason, these approaches—together with cause-related marketing or sponsoring—are usually not associated by civil society with the term philanthropy. We therefore propose to differentiate between three concepts: corporate philanthropy, strategic corporate philanthropy and strategic social investments.

Corporate philanthropy goes far beyond what bottom-line duties require. It is one way to demonstrate what values the company stands for: making a difference and being part of the 'solution' even where turnover and profit are not increased. In the absence of an actively pursued business case, corporate philanthropy depends predominantly on the social values, sensitivity and awareness of a firm's top management. It is part of management's value

framework, company culture and core values. The values of decision-makers in companies are fundamental elements guiding corporate preferences: those managers who as private individuals value benevolence and welfare enhancement of the needy are likely to apply their intrinsic concern for others in the corporate context and support the company's engagement in corporate philanthropy.

While the primary purpose of corporate philanthropy is altruistic, it can generate positive 'moral capital' among communities and stakeholders beyond the company's direct business relationships. It can also strengthen the motivation of employees by making them proud of their company. Such 'moral capital stock'—i.e. the "accumulated outcome of the process of assessment, evaluation, and imputation by stakeholders and communities of a firm's philanthropic activities"—can provide a company and its shareholders with an "insurance-like protection" for a company's intangible assets in the event of accidents or other unfortunate incidents. Where corporate management is perceived to be socially aware and responsive to others' needs, such events tend to be viewed for what they are—accidents—rather than being attributed to irresponsible motivations such as saving money at the cost of safety. When such events occur, a company needs moral capital to mitigate negative perceptions; but this has to have been created before the mishap eventuates.

However—in contrast to other forms of created social value—both the moral capital serving as 'insurance' and the employee pride are desirable side-effects of the altruistic action, not its primary objective.

2.8.1. Benefits of Corporate Philanthropy

1. **Increase Employee Engagement And Productivity:** Up to 78 percent of employees want to engage with corporate social responsibility initiatives. Philanthropy programs that directly involve employees help create deeper connections and increase employee engagement. Employee engagement then improves productivity and business results. Research by Gallup even found that teams with high employee engagement have 21 percent higher productivity than their counterparts

2. Improve Brand Awareness And Reputation: The second key benefit of corporate philanthropy is improving your brand's reputation with employees, customers, prospects, partners, and the community at large. The more good you do, the better your brand perception

will be. You also maximize the opportunities your audience will have to connect your brand with positive social initiatives.

3. Attract Top Talent: Businesses are only as effective as their employees – and employees are starting to demand attention to corporate responsibility, philanthropy included. It's part of a larger shift in society where employees want their employer to balance the pursuit of profit. Employees are measuring the success of their careers and the businesses they work for in both advancement and positive impact on the world around them.

Millennials are one of the key drivers in this shift, but other generations are also deeply involved, making this change business can't ignore. As employees become more socially conscious, they put those values into consideration when deciding where to work. According to a Deloitte study on volunteering, Millennials were "twice as likely to rate their corporate culture as very positive" if their company participated in workplace volunteer activities.

In addition, research shows that over half of employees will not work for a company that doesn't have a strong CSR commitment. By positioning your company as a socially and environmentally responsible organization, you help attract and retain top talent that helps your business improve performance.

4. **Increase Sales :** Corporate philanthropy doesn't just help attract talent, it also helps attract new customers. Studies show that people will spend more with brands that support causes. When choosing between two brands of equal value, 90 percent of consumers are likely to switch to a cause-branded product. Eighty-seven percent of consumers also said they would purchase a product simply because a company advocated for an issue they care about.

5. **Tax Deductions** : While it could take time to see how philanthropy increases employee engagement, create awareness, attract talent, increase sales or benefit your community, one thing you will quickly notice is the tax savings associated with charitable giving. While companies shouldn't give with the sole expectation of financial gain, the fact is, helping a charity in need does provide economic rewards. Companies typically receive tax deductions from charitable giving and should consult with a finance professional to ensure compliance with all tax requirements.

2.9. International Communication

International communication (also referred to as the *study of global communication* or **transnational communication**) is the communication practice that occurs across international borders. The need for international communication was due to the increasing effects and influences of globalization. As a field of study, international communication is a branch of communication studies, concerned with the scope of "government-to-government", "business-to-business", and "people-to-people" interactions at a global level. Currently, international communication is being taught at colleges across the United States. Due to the increasingly globalized market, employees who possess the ability to effectively communicate across cultures are in high demand. International communication "encompasses political, economic, social, cultural and military concerns. The study of **global communication** is a interdisciplinary field focusing on **global communication**, or the ways that people connect, share, relate and mobilize across geographic, political, economic, social and cultural divides.



https://www.google.com/imgres?imgurl=http%3A%2F%2Fsrwasia.com

Factors affect global communication

Many environmental **factors** can have a heavy **influence** on the development and character of cultures. Indeed, climate, topography, population size and density, and the relative

availability of natural resources all contribute to the history and current conditions of individual nations or regions.

Effects of Global communication

Global communication is directly affected by the process of globalization, and helps to increase business opportunities, remove cultural barriers and develop a **global** village. Both globalization and **global communication** have changed the environmental, cultural, political and economic elements of the world.

Advantages of global communication

The rise of electronic communication, such as instant messaging and email, has led to an increase of global communication. This increase of global communication has had a profound impact on society. In fact, society has become more global as electronic communication has eliminated distance as a barrier to communication. The benefits of a global society include making the world a smaller place, increasing business opportunities and improving cultural education.

1. Makes the World a Smaller Place : Computer mediated communication, like social networking websites, even allow for long-distance communication without having to dread receiving an expensive long-distance phone bill. Electronic communication helps to make the world a smaller place by making news stories more accessible as well, by increasing the amount of international news people have access to.
2. Increases Business Opportunities: Effective international business communication requires an understanding of other cultures. For example, according to Mind Tools, an online resource for learning business skills, in Eastern countries establishing relationships plays an important role in business transactions. Therefore, by developing personal relationships with Eastern businesspeople using electronic communication, you increase your chances of enjoying successful business transactions.
3. Improves Cultural Education: The increase of global communication has led to new tools for educating children about different cultures. For instance, children can learn about other cultures directly from kids who live in other

countries through international pen pal programs. Also, teachers can use technology to allow political leaders and cultural experts to educate students on the differences and traditions of other cultures.

Check Your Progress – 2.3

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

vii. What is CSR? Explain

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viii. Write a note on five stages of corporate citizenship

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ix. Comment on the benefits of corporate philanthropy.

2.10. Let us Sum Up

Corporate culture refers to the beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. The organisation identity leaders who exhibit different core leadership strengths - mentioned as four types - authentic informal leaders, pride builders, exemplars, networkers and early adopters. Many types of organizational culture derived by many authors.Normative, Pragmatic, Academy, Baseball etc.. Corporate citizenship is growing increasingly important as both individual and institutional investors begin to seek out companies that have socially responsible orientations such as their environmental, social, and governance (ESG) practices. Corporate philanthropy is the act of a corporation or business promoting the welfare of others, generally through charitable donations of funds or time. As with ‘Corporate Social Responsibility, ‘corporate philanthropy’ is an umbrella term which encompasses a number of different values, interests, mindsets and alternative approaches.

International communication (also referred to as the *study of global communication* or transnational communication) is the communication practice that occurs across international borders. The need for international communication was due to the increasing effects and influences of globalization.

2.11. Unit – End Exercises

1. Define and explain the role and importance of corporate culture.
2. Discuss the Nine elements of digital citizenship with suitable examples.
2. Elaborately discuss the significant features of International Communication

2.12. Answers to Check Your Progress

i. There are five main fundamental principles, working together to reach company goals, celebrate success and champion innovation, get it right from the start, create an affable working environment and communication engagement.

ii. Four types of organization culture explained by Robert E. Quin : Clan, Adhocracy, Market and hierarchy.

iii. Normative culture based on rules and procedures of the organisation but pragmatic culture more emphasis is placed on the clients and the external parties.

iv. There are seven common element/characteristics of culture like Innovation & risk taking, Stability, Attention to detail, Outcome orientation, People orientation, Team orientation and Aggressiveness.

v. Harris and Moran identified cultural variables – kinship, education, economy, politics, religion, associations, health and recreation.

vi. Various role of organizational culture as an informal control mechanism, organisation norms, rules, and standards. Thereby culture enables employees to function in an organisation by teaching them how to behave.

vii. Corporate social responsibility (CSR) is a broad concept of corporate citizenship that can take various forms depending on the company and industry. Through CSR programs, philanthropy, and volunteer efforts, businesses can benefit society while boosting their own brands.

viii. The five stages of corporate citizenship are defined as – elementary stage, engagement stage, innovative stage, integrated stage, and transforming stage.

ix. Increase employee engagement and productivity, improved brand awareness and reputation, attract top talent, increase sales and tax deductions are the major benefits of philanthrophy.

2. .13. Suggested Readings

www.investopedia.com/terms/f/fringe/benefits.html

www.investopedia.com/terms/o/opertation - management.html

https://www.google.com/search?q=images+of+corporate+culture&tbm=isch&source

https://www.google.com/search?q=images+of+corporate+culture&tbm

https://www.google.com/imgres?imgurl=https%3A%2F%2Fwww.helblingsearch.com

https://www.fuseworkforce.com/blog/5-articles-on-corporate-culture-you-need-to-read-today

https://www.insightsforprofessionals.com/hr/leadership/fundamental-principles-of-a-company-culture

https://iedunote.com/organizational-culture

UNIT – III

CORPORATE IDENTITY

Structure

3.1.Introduction
3.2.Objectives
3.3.Corporate identity Philosophy
3.4. Elements of corporate identity
3.5.Event, Conference management
3.6. Let us Sum up
3.7. Unit – End Exercises
3.8. Answer to Check Your Progress
3.9. Suggested Readings

3.1.Introduction

This unit discusses about the definitions and concepts of corporate identity. **Corporate identity** or **corporate image** is the manner which a corporation, firm or business presents themselves to the public (such as customers and investors as well as employees). Corporate identity is a primary goal of the corporate communications, for the purpose to maintain and build the identity to accord with and facilitate the corporate business objectives.



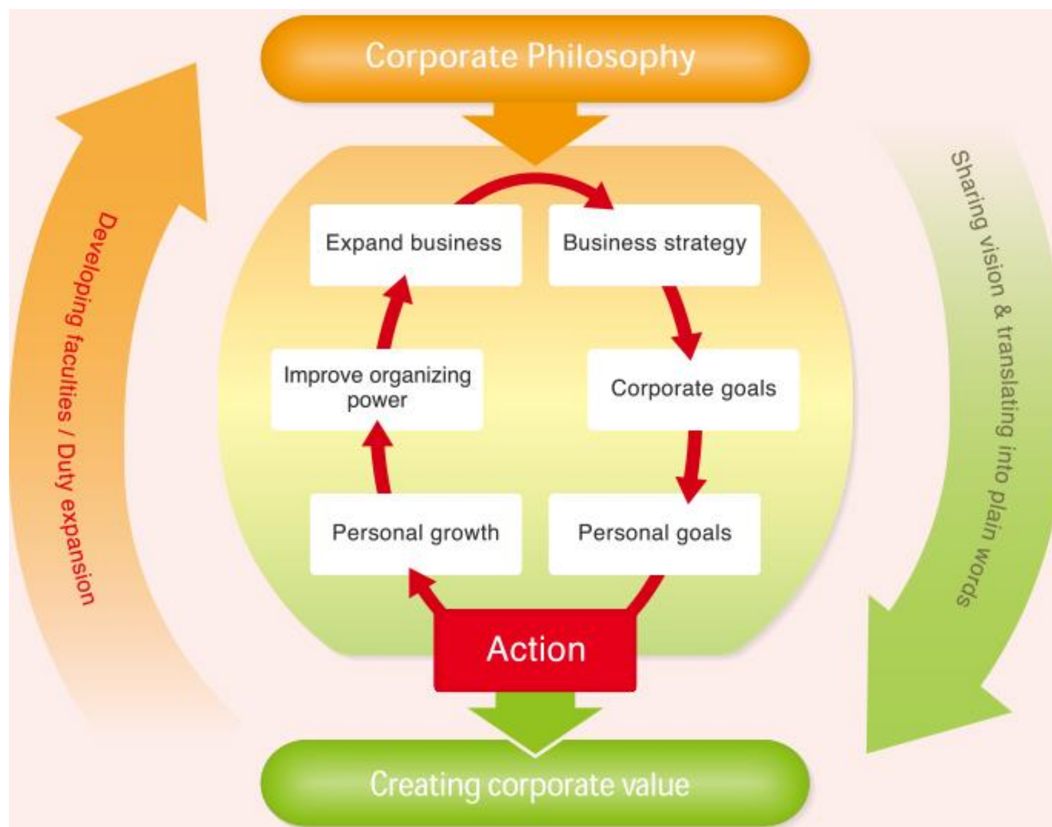
This unit also discusses elements basics and importance of corporate culture. Also explain about the concept of citizenship, philanthropy and international communication.

3.2.Objectives

- To Understand about the corporate identity and Image Building
- To discuss how the Event & Conference organization management functions.

3.3.Corporate Identity philosophy

Corporate Identity is the combination of a **company's** logo, including the logo **visual** and typestyle, and the tagline or **definition** statement used with your logo that communicates a three or four word message about what you **do** or how you **do** i



Corporate Identity could be described as the face of your brand. It consists of all visual branding elements, reaching beyond corporate logos to including typeface, tagline, imagery, colour palette, and tone of voice. It is seen across a number of mediums that give consumers a sense of the brand's personality; stationery, packaging, uniforms, merchandise, brochures or online campaigns. Corporate identity design is the process of creating all these various company visuals.

A strong corporate or brand identity must be derived from a strong brand. You must have a clear understanding of your brand's purpose, positioning and its values. What does your brand stand for? How is does it differ from its competitors? Why does it add value to a consumer's lifestyle? Only through a clear understanding of these answers can you begin to explore the creative interpretation and design approach to the colours, styles, typography and imagery that give your brand the right personality in the eyes of customers, employees and stakeholders.

Corporate Identity is a representation of how a corporation views itself and how it wishes to portray itself to the public which includes customers, employees, investors and collaborators. Usually a combination of branding activities and color schemes, words, designs and trademarks

are used to build the corporate identity. It is generally done by the corporate communications department of an organization.

The corporation's business philosophy, core values, vision and mission must be manifested in building its corporate identity. Generally corporate identity of a firm is unaffected by financial performance and business cycles. Corporate Identity is generally classified as strong or weak and remains more or less permanent throughout the life of the business.

3.3.1. What is corporate identity?



When you hear 'corporate identity', you probably think of logos, letterheads and business cards—and that's definitely part of it. Your corporate *design* is all those things you'd typically associate with a company's visual identity, including logos and taglines, colors and fonts, stationery, flyers, web design, social media and all that jazz. It's also your office décor, employee uniforms and any graphics that cover your company cars and trucks (if you have any!).

However, corporate identity is more than just design; it's who you are as a company. So it includes those corporate design elements on the one hand but also your culture, your values and your internal and external communications.

Corporate identity is also different to brand identity. Consider a big multinational company like Procter & Gamble: the company has one corporate identity—one logo, one set of values and company culture—and then it has hundreds of brands underneath that corporate umbrella—Gillette, Pampers, Pantene—each with an individual brand identity.

Even a smaller company with just one brand (for now) can still make a distinction between the customer-facing brand and the overall corporate identity.

3.3.2. Importance of corporate identity

Whether you know it or not, you already have a corporate identity, just like you have a brand image, whether or not you manage it actively. It's just a matter of whether you want it to be left to chance—with a logo here, a social media cover there and whatever else creating a hodgepodge over time—or if you want to create something that will support your business objectives.

Proactively building a corporate identity will:

- Ensure that you're consistent and coherent in all your communication;
- Allow you to differentiate yourself against your competitors; and
- Help you engage effectively with customers, employees and investors.
- Raises motivation among employees
- Inspires confidence in stakeholder groups
- Acknowledges important role of customers
- Acknowledges vital role of financial groups

3.4. **Seven Key Elements of Corporate Identity/ Basic visual corporate identity elements**

Each individual has own manner of speaking, own gestures, own ability to emphasize its image with appropriate clothing, hair or perfume. Some do not pay much attention to it, and it is also considered as a style. Style is a set of certain signs that distinguish an individual from others. It is what we remember first, what attracts us, or, on the contrary, permanently deprives the desire to repeat any interaction with this person.

The same we can tell about **corporate identity** of a company. Corporate identity is a combination of color, graphic, verbal, typographical, plastics, acoustic, video or other techniques, which provides a single image for the company, for its face and success.

Here the list of basic visual corporate identity elements include :

△ Naming (exclusive company name) △ Logo △ Color palette (color)
△Corporate font △ Business card △ Letterhead △ Envelope

1) Naming is a created name for companies, products, services, promotions and more. This procedure, quite simple at the first sight, is allocated into a separate field, as it requires not only creativity, but professional knowledge and experience in advertising as well.
Tips for naming: - Original, so that it does not violate the trademark right, previously registered by other companies; - Unambiguous; - Harmonious; - Vivid and memorable; - Corresponding selected image.

2) Logo is a graphical original mark that presents and identifies the company or its products. Usually it consists of a text box, an image, or their combination. Properly-designed logo will always draw and hold the attention of customers, creating their positive impression and a kind of "aura" of the company. Logo represents the company image, depicted a graphical miniature, and aimed to remind consumers that your company exists and that it is just what they need.

3) Corporate color, selected by company, is a set of constant colors that are a part of corporate identity. Corporate colors' gamma makes the elements of corporate identity more attractive, better remembered, able to make a strong emotional influence. The main objective in developing corporate colors is to pick them up in a way, so that they will cause a persistent association with company's field or direction. When choosing colors, you need to consider the psychological and emotional impact, like sympathy and trust to organization.

4) Corporate font is a very important and specific element of corporate identity that reflects and emphasizes brand features and peculiarities. Corporate font can be one of the best elements in corporate identity. Recognition of a nicely-designed corporate font is quite big (i.e., recall the font of Walt Disney or Coca logos.

5) Business card (card) is traditional piece of contact information of a company representative. Usually it is made of heavy paper or cardboard, rarely of plastic, wood (plywood) or metal. Conventionally all cards can be divided into personal, business and corporate.

6) Letterhead is another element of corporate identity. Letterhead is the face of the company. Every document that comes out of the company should be printed on company letterhead. That's why it should have high-quality, real and memorable design.

7) Designed envelopes are special envelopes for corresponding, mailing flyers, transferring official information, wrapped up in envelope with corporate branding mark. Envelopes usually don't contain many elements and their design has to be concise and rigorous. When selecting the size of the envelope one often focuses on its function.

But this is not the whole list of corporate identity elements. It can also include:

- Souvenirs
- Outdoor advertising
- Interior design
- Images on vehicles
- Folder
- Booklet
- Poster
- Flyer
- Packaging (or wrapping paper)
- Information sheet and price list
- Site in Internet
- Social Media
- Packs



3.4.1. Difference between Logo, Corporate Identity or Brand

Logo, Corporate Identity or Brand —When a company begins to consider ways to visually represent themselves, their product, service or idea, these terms are sometimes used interchangeably. There are significant differences though, and building a solid understanding of these three terms is valuable for every marketer.

What is a Logo?

A logo is a graphic element that succinctly and quickly identifies a company. It is a way to visually represent a product, service, company, or individual in a way that's memorable and briefly tells their story. It may be only an icon or emblem, or a logotype/wordmark, or combination of both—the company name in a distinctive type treatment along with a symbol, emblem or illustration. An effective logo is part of a successful brand, and accordingly, has been strategically created with the same positioning, tone, visual appeal, messaging and story of the brand. Some of the elements used in logo design to communicate this positioning, message and tone are colors, font choice, custom typography or calligraphy, illustration style, shape and style, and historical reference, all of which come together to communicate, for example: rich, organic and home-styled; clean, corporate, strong and efficient; or soft, sensuous and luxurious.

Logo Categories

Standalone symbols:



Symbol logos that are recognized worldwide don't need the company name.

Wordmarks or Logotypes:



Examples of memorable logos created from type only.

Combination of Symbol and type:

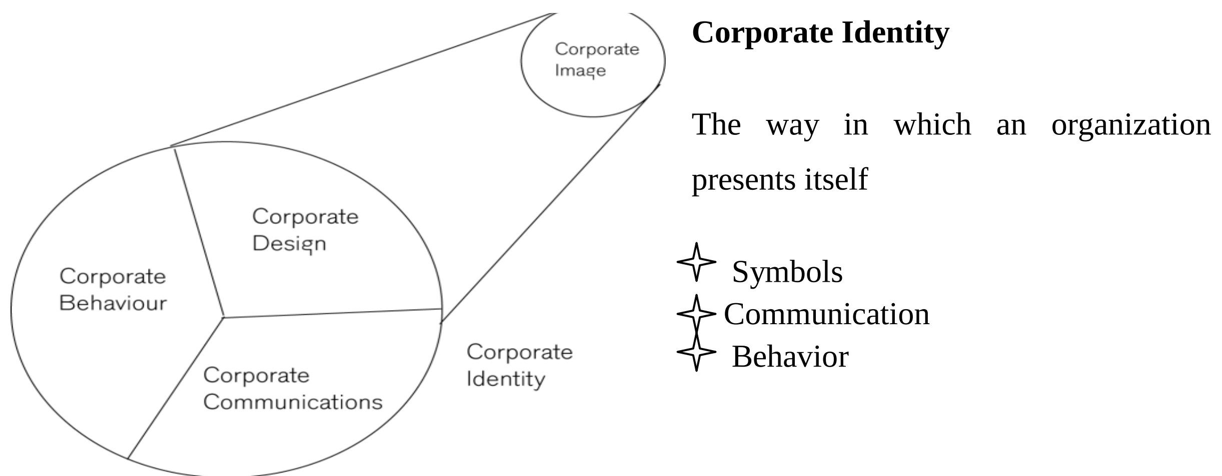


Examples of well-known typeface and symbol combination logos.

What is a Corporate Identity?

A corporate identity is the bigger picture of all the visual and sensual aspects of a company. Logo design; stationery; marketing collateral such as print brochures and direct mail; website design, email, social media; online, radio, magazine, billboard and display advertising; product design and packaging; employee uniforms; corporate signage and vehicle graphics. A corporate identity program needs to address all these potential impressions made by the company, and inconsistent or nonexistent application of the identity can result in a less that optimal brand perception. A Style and Usage Guide shows how all these should be implemented, and, if followed, ensures every time the company makes an impression on the public, the manner, tone, look and feel is consistent with the established corporate identity and thereby supports the brand.

Corporate Image in relation to corporate Identity



Referred to as Corporate Identity (CI) Mix Personality manifested through this mix

Corporate Identity media

- Product Visit cards
- Buildings
- Uniforms
- Sponsorship
- Packaging
- Work environment
- Figure or “character”
- Price
- Logos
- Name
- Stationery
- Brochures
- Signs

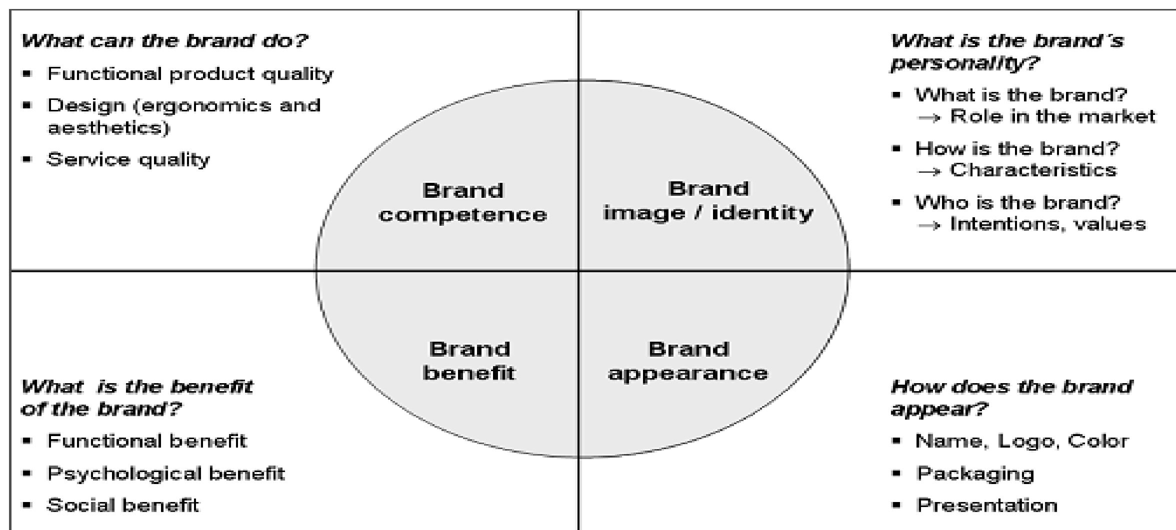
What is a Brand Image?

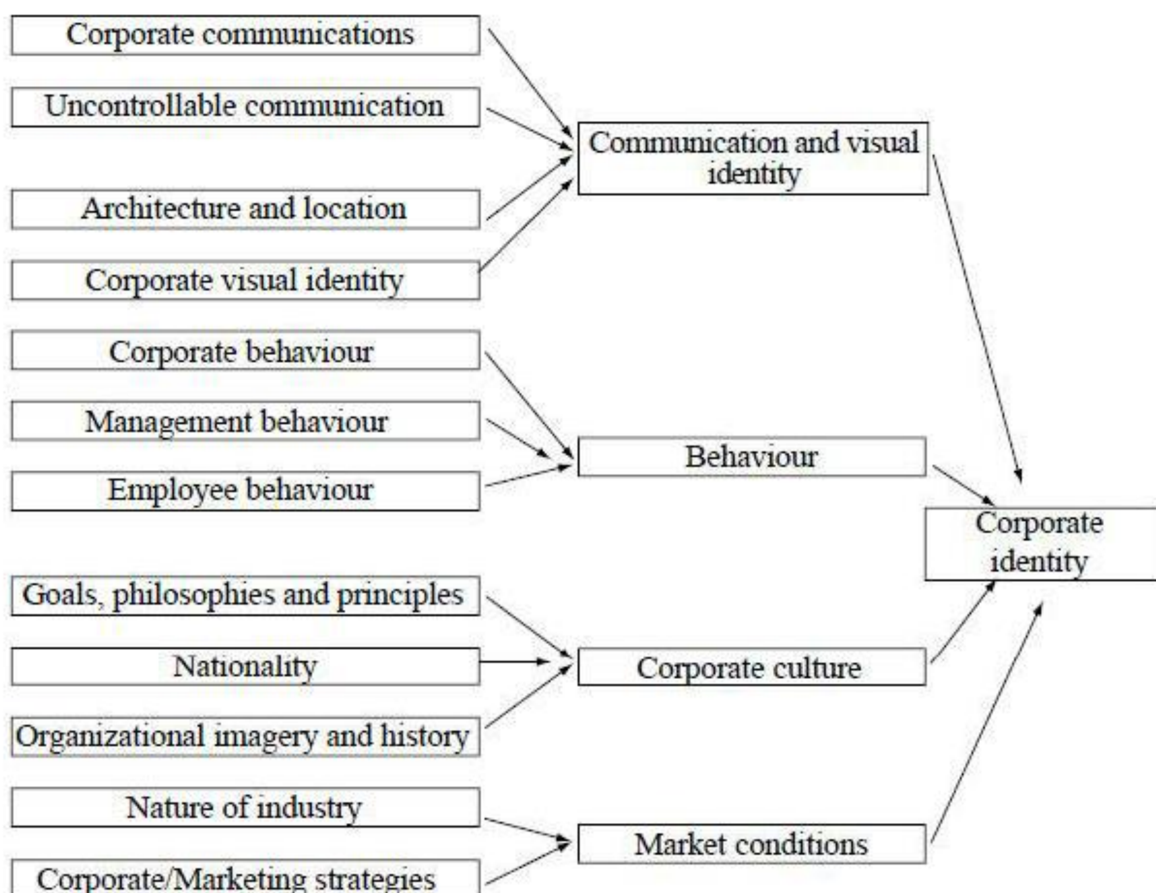
A brand image is comprised of every experience a person has with that company, person, product or service. It's what you think of when you see the logo, i.e., the public's perception of the personality of a business entity. Creating a successful and appealing brand requires proper strategy, positioning, marketing and messaging to appeal to a company's target market. Ultimately a brand is formed by the audience—the customers, based on not just the strategy, positioning, marketing and logo created by an agency, but the behavior, ethics, and values of the company as well. When a customer feels in sync with a company, it is an emotional bond, a connection based on shared vision and values.

Image-building is a long-term process of influencing the surroundings - creating and influencing personal and media **image**, to the direction that supports the objectives, visual style and overall brand **image** of a company, product or personality. Companies realized that their visual identity was the most **important** representation of their business, and needed to be communicated through symbols that were simple, powerful and easily reproduced in order to be recognized by millions of consumers.

Brand Building is generating awareness, establishing and promoting company using strategies and tactics. In other words **brand building** is enhancing **brand** equity using advertising campaigns and promotional strategies. Branding is crucial aspect of company because it is the visual voice of the company.. The definition of **brand building** is to generate awareness about your business using marketing strategies and campaigns with the goal of creating a unique and lasting **image** in the marketplace.

A strong **brand** name and logo/**image** helps to keep your company in the mind of your potential customers. If a customer's happy with your products or services, a solid**brand identity** helps to build customer loyalty across your business. People like to be associated with "good" brands.



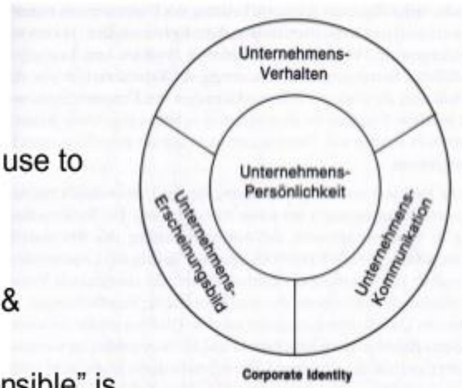


Source: Melewar and Jenkins (2002). Corporate Identity Model

Corporate Identity Mix (Riel 2007 p68)

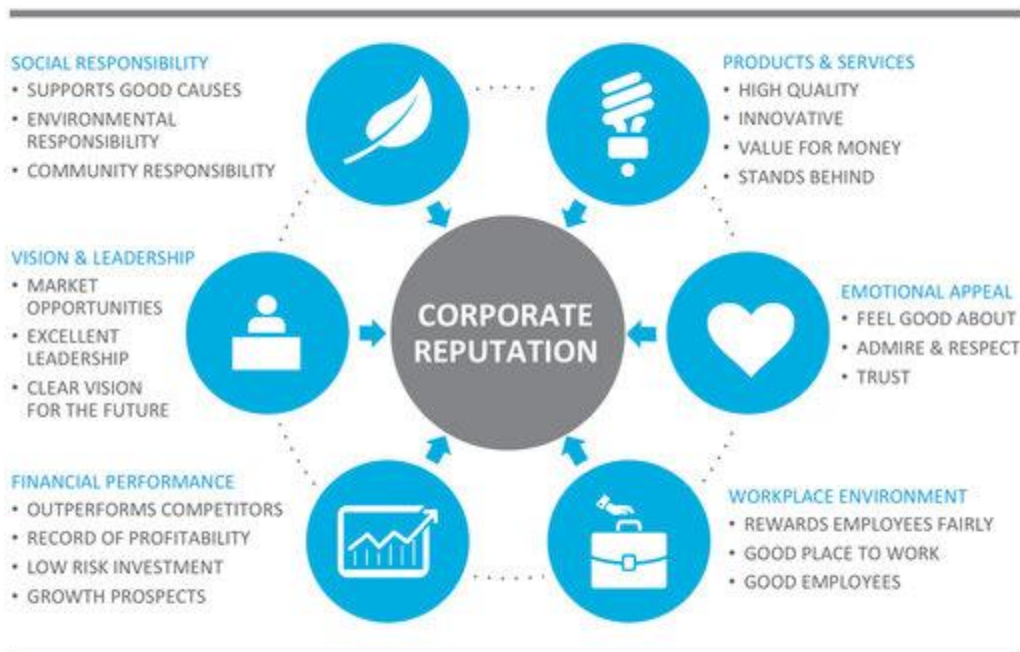
All self-expressions of a company can be classified into one of the following three forms:

1. **Communication:**
   - Verbal messaging
   - Most tactical tool managers can use to convey identity
1. **Behavior:**
   - Initiatives organization supports & behaviors it enacts.
   - Being "innovative"/ "social responsible" is more difficult than saying so.
1. **Symbolism:**
   - Visual & audible symbols
   - Logos, signs, sounds, taglines.



Personality

The manifestation of the company's self-perception (Birkigt & Stadler 1988, in Riel 2007 p68)







Check Your Progress –3. 1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. **What is corporate Identity?**

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ii. **List out the visual corporate Identity elements.**

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iii. **Define Logo and Brand**

3.5. Event & conference Organization & Management

Event management is the application of project management to the creation and development of large-scale events such as festivals, conferences, ceremonies, weddings, formal parties, concerts, or conventions. It involves studying the brand, identifying its target audience, devising the event concept, and coordinating the technical aspects before actually launching the event.[1]

The events industry now includes events of all sizes from the Olympics down to business breakfast meetings. Many industries, charitable organizations, and interest groups hold events in order to market themselves, build business relationships, raise money, or celebrate achievement.

The process of planning and coordinating the event is usually referred to as **event planning** and which can include budgeting, scheduling, site selection, acquiring necessary permits, coordinating transportation and parking, arranging for speakers or entertainers, arranging decor, event security, catering, coordinating with third party vendors, and emergency plans. Each event is different in its nature so process of planning & execution of each event differs on basis of type of event.

The **event manager** is the person who plans and executes the event, taking responsibility for the creative, technical, and logistical elements. This includes overall event design, brand building, marketing and communication strategy, audio-visual production, script writing, logistics, budgeting, negotiation, and client service.

Event communication is a tricky issue and needs to be planned well ahead to work properly. During **event** planning a great deal of emphasis is placed on the design of **event** invitations and other details, while an actual **event communication** plan barely receives the attention it needs.

Plan to organize meeting

1. Identify the purpose of the meeting. ...
2. Make sure you really need a meeting. ...
3. Develop a preliminary agenda. ...
4. Select the right participants. ...
5. Assign roles to participants. ...

6. Decide where and when to hold the meeting and confirm availability of the space. ...
7. Send the invitation and preliminary agenda to key participants and stakeholders.

3.5.1. How to organise an event properly

Although it may seem simple beforehand, organising an event effectively is indeed not an easy task. To consider an event a success it must serve to create valuable contacts and achieve other objectives, such as increasing sales, generating value-added content and offering a positive image of the company organising it.

Another basic issue is controlling the costs and making the budget fit the objective of bringing a positive return on investment.

Top hints and strategies

Below is a list of what seem to us to be the most appropriate strategies and hints for ensuring success when organising any type of event.

1. Define the objectives properly

List the objectives of the event in the greatest detail possible, as it is essential to be able to measure them qualitatively and/or quantitatively so that the event can then unfold easily and smoothly, reflecting the message that it is intended to convey.

2. Give priority to the content not the container

Rather than the place and the stage on which it will take place (which is known as the container), what is really important in an event is the subject matter that will be dealt with and the way it is handled, in other words, the content. Good content will help you to make and maintain quality contacts and achieve real profitability and effectiveness.

3. Use technology

Today, the technology that is applied to events is highly developed and can give really spectacular results both for the creation and the dissemination of content and in the aesthetics. The possibilities are endless and are constantly changing: 3-D videos, high-quality videoconferencing, online classes, mapping, etc. These techniques open up a wide spectrum of original and imaginative possibilities and new formats.

4. Maintain a flow of communication

Not only is the event itself important, it must also create a constant flow of communication, which is very easy to do these days thanks to the social networks. Using them, the experience can be extended over time as much as possible and a connecting link with colleagues and customers maintained. Promoting the event before it is held and prolonging its life afterwards will be easy with the power now offered by social media.

5. Manage expenses properly

Sticking to the budget is not only desirable but a real necessity. To properly manage the expenditure, it is vital to take into account all the issues and factors, use some special software and, in some cases, get advice from the outside.

6. Add something original

To call attention to the event, improve the attendees' experience and imprint it on their memories, something original must be added, with ideas that go beyond the usual fare or hackneyed clichés. Innovate, be creative and think outside the box. Since most of your audience will already have attended many conferences and events, it is very important that yours stand out.

7. Use specialist companies

The complexity of some events makes it very convenient and advisable to use a specialist company to organise it. In this way, you will increase its quality and originality, have more control over the final budget and make optimal use of resources. A very effective way of connecting with the audience and grabbing their attention is to

hire external human resources, such as well-known lecturers, presenters, speakers or even comedians or actors.

8. Include sustainable or CSR initiatives

Including sustainable or CSR actions in the event programme will benefit your company. In spite of the additional cost, they serve as a practical demonstration of the company's commitment to the environment. And this always has a positive value for the corporate image. One example could be to give a sustainable gift, use Km-0 products or even promote paperlessness, since the organisation of an event often leads to the generation of an enormous amount of waste. Trying to eliminate the use of paper will be essential.

In the same vein, including activities to contribute to Corporate Social Responsibility is now a very important factor and will be well received by the attendees, especially the younger generation. This is just some advice for organising your event. Combined with good planning, teamwork and motivation, you will have the perfect elements for making your company event a success ;-)

3.5.2. Types & Objectives

The objectives of corporate events tend to differ substantially, making the consequent planning and production of the event extremely different from other types of events.

They can promote a product, an internal initiative. They may help to celebrate a company achievement or to bring a team together. In some instances, events are the main focus of brand or product campaigns. They launch the latest and the greatest product or they have the objective to change perceptions.

Corporate event planning objectives can be:

- Changing customers' perceptions, Making a team bond
- Entertain executives and managers, Motivate sales personnel
- Stimulate social media coverage, Support above the line marketing activities
- Make one person, the boss, happy, Create press coverage

While these objectives can be part of the mix of other types of events, they can be the sole aim of a corporate event.

Corporate Event Planners: Who Are They?

Each company plans their events differently. Some use a corporate event planning company, while others have dedicated staff.
In many cases, corporate event planners sit under the marketing department or under the PR and commerce department.

These individuals may not be dedicated event planners. Often, they are tasked with one-off events, depending on their responsibilities, and organize them on top of their existing job roles. For instance, someone in the marketing department or in an assistant role that handles a trade show or someone in customer support who coordinates parts of a users conference. This is more common of smaller-to-medium-sized companies.

In larger organizations, corporate event planners are often individuals or dedicated teams within the company that have their own department and run both internal and external events.

Corporate event planners are in- charge of:

- Meetings Corporate hospitality and client entertaining
- Product launches Employee training Retreats
- Focus groups Sales meetings Dinners and awards ceremonies
- Seminars Trade shows Team building or leadership retreats
- User events and conferences

Planning and production will change substantially. When the objective is one and very specific, the whole event has to point in one direction. There is no room for dilution, diversion, noise. All the event decisions need to be aligned to support the achievement of that objective.

That becomes extremely difficult when the events happen on a regular basis. The thirst for ideas, novelty, innovation is great, but it can be difficult to reconcile the laser-focus on corporate objectives for the event with the constant demand to come up with new corporate

event planning ideas and experiences. For proper planning we should need correct Budget, Innovation and Networking.

Skills for event Manager

Here are the six event planning skills need for career success:

- Organizational Skills. Event planners are highly organized people. ...
- Networking Savvy. All the best planners are savvy networkers. ...
- Resilience and Adaptability. ...
- A Basic Understanding of Events. ...
- Unbridled Creativity. ...
- Dedication to Client Service

3.5.3. Types of Event

Three Main Types of Events : Trade, Corporate and Special events.

1. Trade Events

Trade events are designed for partners, customers, dealers, and distributors. This style of event includes conferences, presentations, receptions, seminars, forums, summits, and so on. Trade shows are also known as exhibitions or showcases.

2. Corporate Events

Corporate events provide a unique opportunity to bring a company's ideas directly to its employees. They can also serve as an effective tool for external marketing because you can always invite your clients and partners. With these event marketing solutions, you will ensure the loyalty of the invitees, and laud their importance.

3. Special Events

This includes all kinds of festivals, concerts, shows, runs, mass events, and road shows. This is a complex of events that have a beneficial effect on your image. Hosting a special event can relieve stress for your audience and also give your brand proper attention.

Check Your Progress –3. 2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Define Event Management

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v. What are the skills needed for a event manager?

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vi. Mention three types of events.

3.6. Lets Sum up

The corporate identity is typically visualized by way of branding and the use of trademarks, but it can also include things like product design, advertising, public relations etc.. Corporate identity, carefully developed, makes the company more likely to get recognizable, perceived and remembered by customers, partners and other independent observers. And it works not only for company's products or services, but also for all its activities, differentiating it from competitors. Corporate image : An image is the set of meanings by which an object is known and through which people describe, remember and relate to it. That is the result of the interaction of a person's beliefs, ideas, feelings and impressions about an object.

In general, this amounts to a corporate title, logo (logotype and/or logogram) and supporting devices commonly assembled within a set of corporate guidelines. These guidelines govern how the identity is applied and usually include approved colour palettes, typefaces, page layouts, fonts, and others. The same we can tell about corporate identity of a company. Corporate identity is a combination of color, graphic, verbal, typographical, plastics, acoustic, video or other techniques, which provides a single image for the company, for its face and success.

Event communication is a tricky issue and needs to be planned well ahead to work properly. During event planning a great deal of emphasis is placed on the design of event invitations and other details, while an actual event communication plan barely receives the attention it needs. The event manager is the person who plans and executes the event, taking responsibility for the creative, technical, and logistical elements. This includes overall event design, brand building, marketing and communication strategy, audio-visual production, script writing, logistics, budgeting, negotiation, and client service.

3.7. Unit – End Exercises

1. Discuss the concept of corporate identity philosophy with suitable examples.
2. Mention and explain the importance of corporate identity media..
3. Comment on Event Management

3.8. Answers to Check Your Progress

i. Corporate identity is typically visualised by way of branding and the use of trademarks, but it can also include things like product design, advertising, public relations etc.,

ii. Naming, Logo, colour palette, Corporate font, Business card, Letterhead, Envelop.

iii. Logo – by itself is merely a graphic element with a name. A brand is everything – tangible and intangiable – that represents a business and gives its logo meaning.

iv. Event management is the application of project management to the creation and development of large – scale events such as festivals, conferences, ceremonies, formal parties or conventions..

v. There are so many skills needed for a event manager like - A Basic Understanding of Events, Unbridled Creativity, Dedication to Client Service

vi. There are three types of events: Trade, corporate and special events.

3.9. Suggested Readings

https://www.marketing-partners.com/conversations2/logo-corporate-identity-or-brand-whats-the-differenc

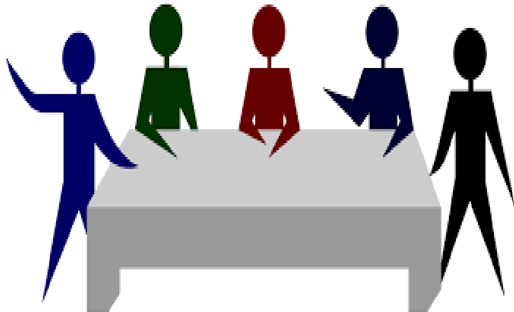
UNIT – IV

INTRODUCTION OF IMAGE

Structure

4.1. Introduction
4.2. Objectives
4.3. Definitions
4.4. Importance of Corporate image
4.5. Types of Images
4.6. Steps for create an corporate Image
4.7. Elements of Image
4.8. Event management
4.9. Conference Management
4.10. Let us Sum up
4.11. Unit – End Exercises
4.12. Answer to Check Your Progress
4.13.. Suggested Readings

4.1. Introduction



This unit deals with corporate image. A visual image is a simple thing, a picture that enters the eyes. But a mental image is more complex. Assembled in the mind from information real and imagined, mental images are complex composites of sight, sound, taste, touch, smell, opinion and mood, combined with associative memories, both conscious and unconscious. Corporate Image is simply the image of the creator of your products. That could be you, your company, or any group within your organization. This unit also leads to event and conference management.

4.2. Objectives

- To explain the importance of images in corporate industry
- To understand the elements and theory of corporate image
- To know about event and conference management

4.3. Definition

"Corporate image" was once advertising jargon but is today a common phrase referring to a company's reputation. The "image" is what the public is supposed to see when the corporation is mentioned. An image is composed of an infinite variety of facts, events, personal histories, advertising and goals that work together to make an impression on the public. The ordinary man and woman on the street usually have a view of public relations, advertising, hype, hoopla, and therefore also of corporate image—and this often for good reasons. But a good corporate image is a genuine asset; it translates into dollars at the counter and higher stock valuation.

The concept is usually associated with large corporations, but small businesses also have a corporate image even if neither their owners nor customers think of it that way. In the absence of active efforts, corporate image "simply happens": it is how a company is perceived. Management, however, may actively attempt to shape the image by communications, brand selection and promotion, use of symbols, and by publicizing its actions. Corporations trying to shape their image are analogous to individuals who will dress appropriately, cultivate courteous manners, and choose their words carefully in order to come across competent, likeable, and reliable. In the personal as in the corporate case, the image should match reality. When it does not, the consequence will be the opposite of the one intended.

4.4. Importance of Corporate Image

Several factors have contributed to the increasing importance of corporate image in recent years. For example, the business climate in the United States has become one of environmental complexity and change. This has forced many business enterprises to significantly alter their strategies to better compete and survive. The acceleration of product life cycles is another vital dimension of the turbulent business environment. Globalization has been still another catalyst in the rise of corporate image programs, as companies have sought ways to spread their reputations to distant markets. A related factor is that as a corporation expands its operations internationally, or even domestically, through acquisitions, there is a danger that its geographically dispersed business units will project dissimilar or contrary images to the detriment of corporate synergy.

A final factor stimulating the current interest in corporate image is society's growing expectation that corporations be socially responsible. Many of today's consumers consider the environmental and social image of firms in making their purchasing decisions. Some companies have recognized this reality and reaped tremendous benefits by conducting themselves in a socially and environmentally responsible manner. Some of these companies act out of genuine altruism, while others act out of a simple recognition of the business benefits of such behaviour.

4.5. Types of Images

In today's world, people are attracted to what they see. And in the world of marketing, graphic design, and visual communication, this is more true than ever. Commercials and other ads are ignored if the visuals don't catch the eye. One picture is worthier than thousand words. Using the right type of image to send the right message becomes increasingly important. Just think to the last time you were watching commercials? Which ones caught your eye and made you want to see more? Which ones did you ignore?

. Let's look at three types of images you can use to capture your audience's attention.

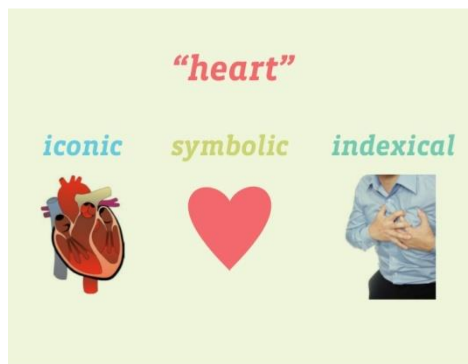
Symbolic : The first is called symbolic and it means anything that's culturally used to represent something else. For example, the word *dog* is used to represent the animal dog with four legs and goes woof and the word *kids* is used to represent a bunch of little children.

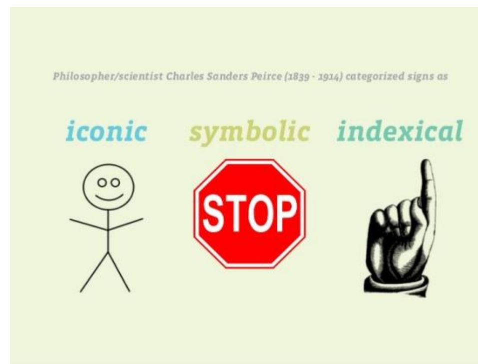
Iconic : Next, **iconic** visuals are those that resemble the real thing. For example, an icon of a tree being used to represent a real tree. Cartoon images are all iconic representations of a real thing. Sometimes, an iconic visual is better at reaching your audience than something real. This is because when a person sees an icon, he or she typically relates it to something personal. For example, as you're looking at the icon of a palm tree, do you find yourself picturing in your head a real palm tree that you've personally seen?

Visual communication happens not just in commercials and ads, but also in the store. For example, in a retail clothing shop, mannequins are used to display clothes. Because these mannequins are icons representing a human, people look at them and automatically put themselves in the mannequin's place. If a real person were to wear the clothing, it wouldn't have the same effect as using the icon. People won't think of themselves wearing that clothing if they see something much prettier wearing the same item, like the mannequin. Instead, people might think that they have to lose some weight before they can wear those

clothes like that model. You don't want this. Another way you can use iconic images is with branding. Just think of all the big businesses out there using icons for their brand. Apple uses what looks like an apple with a bite in it. Pepsi uses a circle with a swirl of red, white, and blue. You can likewise create an icon to represent your company's brand.

Indexical : A third type of image is the indexical visual. This type of visual uses a relation to represent something else. For example, showing a foggy shower door means someone is taking a shower. You don't have to show a person taking a shower. As they say, where there's smoke, there's fire!





4.6. Steps for create an corporate Image

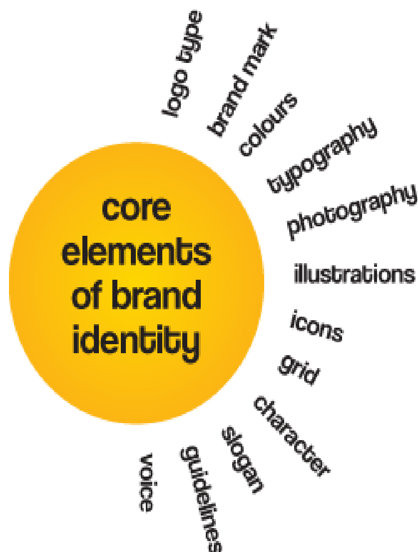
Creating an effective corporate image involves the following steps.



1. **Mission Statement.** Create a mission statement that makes it clear (1) What your company does, (2) Who the target audience is, and (3) What makes your company unique.

2. **Corporate Identity tools.** Create corporate identity tools that include (1) Name, (2) Logo, (3) Slogan, (4) Colors, (5) Type fonts, (6) Mascots, and (7) Jingles.

3. **Training.** Train your employees and other internal stakeholders on your mission and corporate identity tools so they can transmit them via their word-of-mouth pyramids and social media circles.



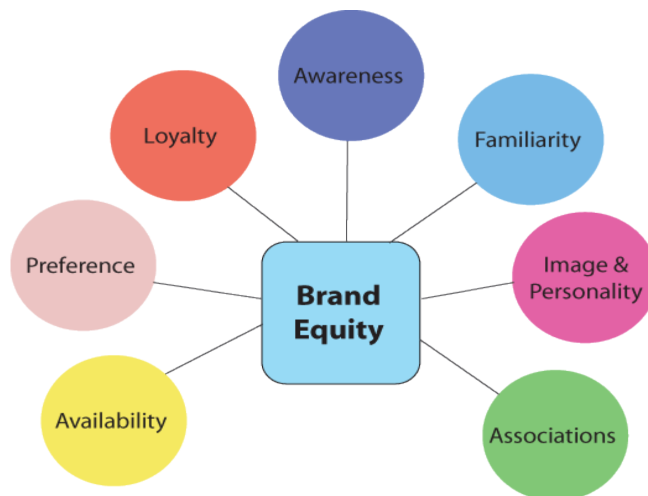
4. **Promotion.** Promote your mission and corporate identity tools to people outside your company using traditional, online, and social media. You put them on business cards, letterhead, signs, company vehicles, packaging, brochures, and all corporate communications.
5. **5. Measuring results.** Using your marketing information system, you need to measure how effectively your corporate image is working.
6. **6. Corrective action.** Using the same system, you need to make necessary adjustments to the above if they are not working according to plan.

4.6.1. Ways for protect Corporate Image

Once you craft your corporate image, you need to protect it. The more successful you are, the more jealous competitors, angry customers, and those with an agenda will attack you. You have to be prepared with the following three sets of procedures.

1. **Rumor Procedure.** If what others say is not true, you should employ the following three steps of the rumor procedure (1) Don't publicize the rumor, (2) Promote the opposite of what the rumor says without mentioning the rumor, and (3) Provide undeniable and verifiable proof to support (2).
2. **Fact Procedure.** If you did something wrong, you should employ the following fact procedure (1) Admit and apologize, (2) Limit the scope (or put the mistake in perspective), and (3) Propose a solution so the mistake is unlikely to reoccur.
3. **Turn negatives into positives.** On a transactional basis, misunderstandings and other negative situations will occur between you, your company, and your target audience. You need to do what you can to turn these into positives to (1) neutralize the negative before it turns into a conflagration that does serious damage to your image and (2) develop a closer relationship with the person (or people) that feel "wronged" by your company.

4.7. The Elements of Image



A corporate image is, of course, the sum total of impressions left on the company's many publics. In many instances a brief, casual act by an employee can either lift or damage the corporate image in the eyes of a single customer or caller on the phone. But the overall image is a composite of many thousands of impressions and facts.

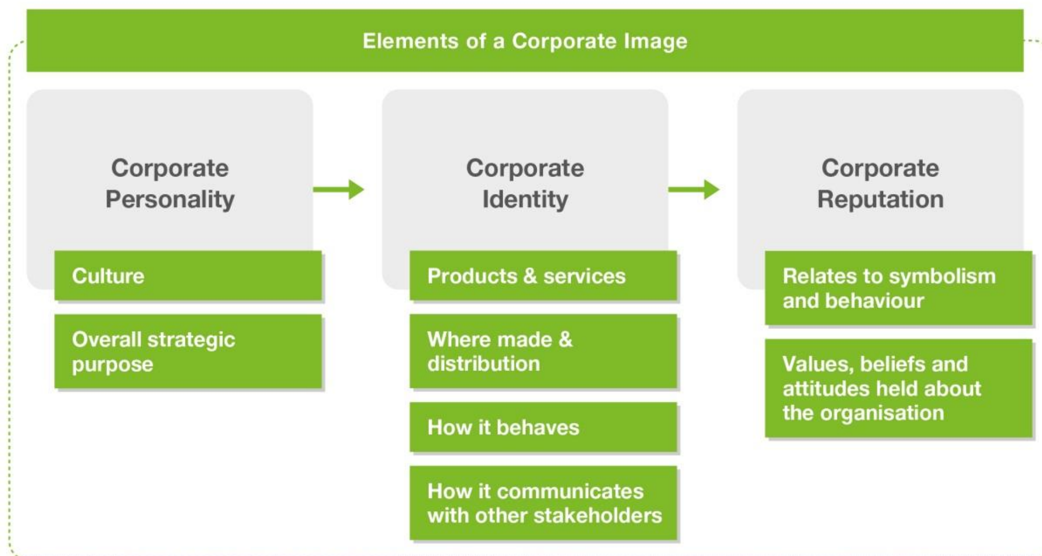


The major elements are 1) the core business and financial performance of the company, 2) the reputation and performance of its brands ("brand equity"), 3) its reputation for innovation or technological prowess, usually based on concrete events, 4) its policies toward its salaried employees and workers, 5) its external relations with customers, stockholders, and the community, and 6) the perceived trends in the markets in which it operates as seen by the public. Sometimes a charismatic leader becomes so widely known that he or she adds a personal luster to the company.

Elements Corporate Image

Tangible Elements	Intangible Elements
Goods and services sold	Corporate, personnel, and environmental policies
Retail outlets where the product is sold	Ideals and beliefs of corporate personnel
Factories where the product is produced	Culture of country and location of company
Advertising, promotions, and other forms of communications	Media reports
Corporate name and logo	
Packages and labels	
Employees	





4.7.1. Measuring the Corporate Image

Corporations evaluate their image, much as politicians do, by survey. They employ the methodology of marketing surveys used both in polling and in support of advertising. The investigators select appropriate samples of the public and interview them; telephone surveys are the most common. They use statistical methods of extrapolation to project from the sample what the public as a whole (or selected publics) think. Corporations, of course, also rely on the much "harder" measures such as sales and stock performance. Surveys of the corporate image are sometimes motivated by sagging sales and a miserable press.

The theory of the corporate image holds that, all things equal, a well-informed public will help a company achieve higher sales and profits, whereas a forgetful or poorly informed public may come to hold negative impressions about the company and may ultimately shift more of its patronage toward competitors.

Check Your Progress –4. 1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. How do you create a corporate Image?

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v. List out the elements of image.

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vi. Mention the types of images

4.8. Event Management

Event Management is the application of the management practice of project management to the creation and development of festivals and events. Event Management involves studying the inticacies of the brand, identifying the target audience, devising the event concept, planning the logistics and coordinating the technical aspects before actually executing the modalities of the proposed event. Such us the Asian Games or the Dubai shopping festiva, have a large impact on their communities and , in some cases, the whole country. Every industry, charity, society and group will hold events of some type/ size in order to market themselves raise money or celebrate.

In order to be successful in the filed of event management, no matter what department of specialization one needs certain qualities, which are as follows

- Negotiating Skills Creative Skills Convincing Skills
- Coordinating Skills Planning Skills Executing and implementing Skills

4.8.1. Event Management as an Industry

Event Management is a multi-million dollar industry, growing rapidly, with mega shows and events hosed regularly. The industry includes fields such as the MICE (Meetings, Incentives, Convention and Events), Fashion shows, wedding celebrations, theme parties, exhibitions, conferences and seminars as well as live music and sporting events.

Event management, the most profound form of advertising and marketing is a glamorous and thrilling profession. It involves visualizing concepts, planning, budgeting, organizing and executing events.

Event Management is considered one of the strategic marketing and communication tools by companies of all sizes. From product launches to press conferences, companies create with clients and potential clients. They might target their audience by using the news media, hoping to generate media coverage which will reach thousands or millions of people.

4.8.2. Organizing a Event

The most important component of any event management company is the team. The basic or core structure of event management companies that will see the project through from implementation to execution is outlined as follows:

The Finance Head: this individual has to have expertise in the field of finance. He/ she is not only responsible for the budgeting, but also the case flow of the project in hand. The individual has to take charge of the following aspects:

- Expenses Revenue Accounting system Financial control

The Marketing Head: This individual si responsible for ensuring that the event gets the best possible audience, as well as sponsorship and other required support.

Operational Head: This individual responsible for the overall execution of the operation of the event. This includes managing any kind of technology that could possibly be required.

The Legal Head: This individual is required to advise in case of any legal aspects, as well as to negotiate in case of contracts. More often than never, multiple contracts are entered into when working on a medium to large-scale event. The above form the core team of an event management company. These heads create their own sub-teams that work under their instructions.

4.8.3. Event Promotion

In the world of marketing promotion generally refers to a one-off event that provides a stimulus for the public to buy a service or product. A special event can be Part of a more general promotion campaign of a company wanting to draw attention to their product. A local council may create a festival as a way of promoting their region. As with all areas of event management, event promotion must be dynamic and able to respond to opportunities as they arise. The promotion schedule is only a tool to assist the planning of the event – not the events master.

4.8.3.1.Tools of Promotion

There tools are: Advertising, Public Relations, Direct Marketing, Word of Mouth and Hospitality.

Advertising: It is the controlled method of communicating the message. The event manger can manipulate the message. It includes:

- Give- away: Leaflets, posters, brochures,
- Radio: Commercial, community, nation
- Internet: Web sites, radio
- Television: Cable, free to air, satellite
- Press: Newspapers, Magazines
- Non media alternatives : outdoor advertising, street banners, aerial, innovative

Public Relations: PR is proactive, it is important for an event to have a reactive PR strategy as part of the event risk management. Who will make public statements to the press when there is an emergency? The PR campaign is a plan to gain maximum positive publicity for the event. For an entrepreneurial event it would include:

- Preparing a media list of suitable targeted media
- Preparing a contact list and club list such as politicians, interested people and opinion leaders – often called media talent – who can be called on to make suitable comments or actions which promote the event.
- List ideas for continuous exposure such as interesting media ready stories, competitions, public appearances, stunts and speeches

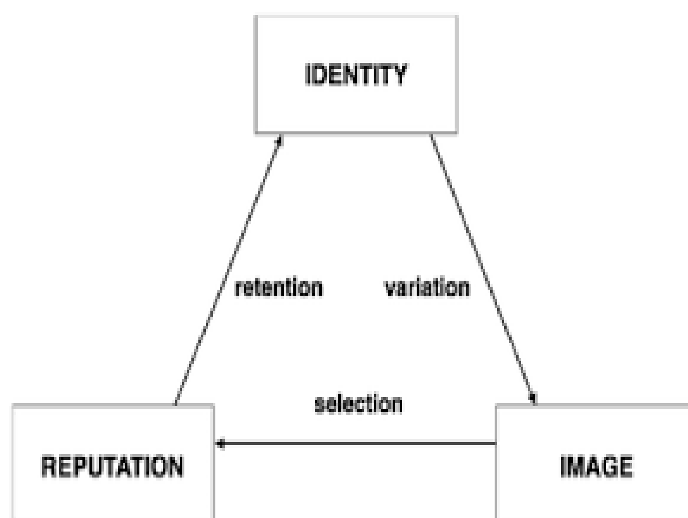
Word of Mouth/ Direct Contact: This is delivering the promotional message straight to the interested individual. The basis of direct marketin gis the establishment of a data bank and a strategy to best reach those individuals.

Hospitality: as part of the promotion tool kit, hospitality can be powerful. The special event or festival has to promote itself to the sponsors. The dinner for sponsors, for example, can be an inexpensive way to promote the event. A tour of the site can be an effective way of promoting the event.

4.9. Conference Management

Conference management relates to the executive management of a conference either in-house within a company or for a client of a professional conference organiser. It constitutes of the basic management tools that involve planning, organising, leading and control.

Conference management relates to the executive management of a conference either in-house within a company or for a client of a professional conference organiser (PCO). It constitutes of the basic management tools that involve planning, organising, leading and control. Arranging a conference from conceptualisation to execution can take any time between 17 days (professionals in the field of conference production) to almost 12 or 18 months. There exists a variety of different conference that ranges from small scale executive meetings to international summits that caters for up to 65 000 people at a time depending on the size of the venue (e.g. stadiums) The most common form of conferencing is based on industry and trade that uses the opportunity to network and benchmark industry trends and standards. The conference management industry is part of the tourism industry and can be used to generate revenue for a community, town, country or region.



Corporate image, or reputation, describes the manner in which a company, its activities, and its products or services are perceived by outsiders. In a competitive business climate, many businesses actively work to create and communicate a positive image to their customers, shareholders, the financial community, and the general public. A company that mismanages or ignores its image is likely to encounter a variety of problems. "Reputation problems grow like weeds in a garden," Davis Young wrote in his book *Building Your Company's Good Name.* "Direct and indirect costs escalate geometrically."

Some of the warning signs that a business might have an image problem include high employee turnover, the disappearance of major customers, a drop in stock value, and poor relationships with vendors or government officials. If an image problem is left unaddressed, a company might find many of its costs of doing business rising dramatically, including the costs of product development, sales support, employee wages, and shareholder dividends. In addition, since the majority of consumers base their purchase decisions at least partly on trust, current and future sales levels are likely to suffer as well.

In businesses of all sizes, it is vital that managers recognize the importance of creating and maintaining a strong image, and that they also make employees aware of it. Corporate image begins within the offices of a company's managers. It should be based on the development of good company policies, rather than on controlling the damage caused by bad company policies. Young recommends that business owners and managers take the following steps toward improving their companies' image: focus on the firm's long-term reputation; base actions on substantive policies; insist on candor in all business dealings; and uphold the stakeholders' right to know. After all, he notes, a good corporate image can take years to build and only moments to destroy.

4.9.1. Theory Of Corporate Image

In the process of managing corporate image, the fundamental variables are: corporate identity, corporate communication, corporate image, and feedback. Corporate identity is the reality of the corporation—the unique, individual personality of the company that differentiates it from other companies. Corporate communication is the aggregate of sources, messages, and media by which the corporation conveys its uniqueness or brand to its various audiences. Corporate image is in the eye of the beholder—the impression of the overall corporation held by its several audiences.

The objective in managing corporate image is to communicate the company's identity to those audiences or constituencies that are important to the firm, in such a way that they develop and maintain a favorable view of the company. This process involves fashioning a positive identity, communicating this identity to significant audiences, and obtaining feedback from the audiences to be sure that the message is interpreted positively. An unsatisfactory image can be improved by modifying corporate communication, re-shaping the corporate identity, or both.

Corporate Identity : Corporate identity—the reality and uniqueness of the organization—may be broken down into four component parts: corporate strategy, corporate culture, organizational design, and operations. Strategy is the overall plan that determines the company's product/market scope and the policies and programs it chooses to compete in its chosen markets. Corporate culture is the shared values and beliefs that the organization's members hold in common as they relate to each other, their jobs, and the organization. It defines what the firm's personnel believe is important and unimportant, and explains to a large degree why the organization behaves the way it does.

Corporate Image : Corporate image is the reputation of the firm with the various audiences that are important to it. These groups that have a stake in the company are known as stakeholders. Stakeholders are affected by the actions of the company and, in turn, their actions can affect the company. Consequently, its image in the eyes of its stakeholders is important to the company. The principal stakeholders with which most large corporations must be concerned are: customers, distributors and retailers, financial institutions and analysts, shareholders, government regulatory agencies, social action organizations, the general public, and employees.

Obviously, each of the various stakeholder groups is likely to have a somewhat different perception of the corporation because each is concerned primarily with a different facet of its operation. Thus, consumers are principally interested in the price, quality, and reliability of the company's products and services. Financial institutions are concerned with financial structure and performance. Employees are mainly concerned with wages, working conditions, and personnel policies. Logically, then, a company should tailor its communication to each stakeholder group individually to address the special concerns of that group.

Corporate image and corporate identity are two key marketing tools. The essential difference between the two is this: corporate image is the public perception of the company, whereas corporate identity is how the company wants to be perceived by the public

Corporate communication: Corporate communication provides the link between corporate identity and corporate image. It should be defined in the broadest possible sense, because companies communicate identities in many different ways. Communication can include almost anything the company does, from the way telephones are answered to the involvement of company employees in community affairs. Some of the principal sources of corporate

communication include company and product names and logos, formal statements (mission statements, credos, codes of ethics, annual reports, advertising copy, and company slogans), and behavior during important events. These events encompass scheduled events such as open houses and anniversary sales as well as unscheduled events such as lawsuits or negative press coverage.

Feedback : Feedback is essential to the management of corporate image. Business owners and managers need accurate information on how they and their company are perceived if they are to make sound decisions. Ideally, feedback should be continuous. As a practical matter, continuous feedback can be elicited from salespeople, clients, employees, and other local business owners. Based on such input, modifications may be made in the company's communication methods or, if warranted, a formal study of the corporate image may be initiated. In addition to systematically utilizing internal sources, it is prudent to undertake a serious review of the business's reputation (both internally and externally) on a regular basis.

Check Your Progress –4. 2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

vii. Define Promotion

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viii. Why do we need event management?.

----

ix. Differentiae corporate image and identity.

4.10. Lets Sum Up

Corporate Image is the ***perception held*** about an organisation by the various stake holders in the company (like investors, customers, vendors & government), public and the society at large. It need not reflect the actual position but rather it is a view that the society has about the company.

It is simply the impression that comes to the mind when one comes across the name of the company.

Regarding corporate identity as a mix of components, it was shown that corporate design, corporate culture, behavior, corporate structure, industrial identity, corporate strategy, and corporate communication were used directly and indirectly by SQM to communicate corporate identity to investors. Although there are different profiles of investors that consider different aspects when deciding to invest or not, corporate identity is becoming more important among them. Investors do not only evaluate the financial reports of a company, but also variables concerning the image of the company, its corporate identity and the way they communicate.

Whether you are an organization or an individual, the sooner you realize that you have a corporate image that has to be properly developed and managed, the better off you will be. It is one of two essential building blocks of branding and, in turn, one of the seven building blocks of marketing. Positioning is the other. If you don't establish the right corporate image, you will not have a strong foundation upon which you can build and sustain a successful business or career.

4.11. Unit – End Exercises

i. Create a mission statement, corporate identity tools, training, promotion, measuring results and corrective action.

ii. There are six major elements of image – company performance, reputation, brand equity, innovation, policies, external relations and perceived trends.

iii. Three Images – Symbolic, Iconic and Indexical

iv. Promotion means that the publicizing of a product organization or venture soa s to increase sales or public awareness

v. Strategic purpose and measurable goals, save you time and money, meet all your objectives. It can ensure your event is on brand.

vi. Corporate image and corporate identity are two key marketing tools. The essential difference between the two is this: corporate image is the public perception of the company, whereas corporate identity is how the company wants to be perceived by the public

4.12. Answer to Check Your Progress

1. How to protect your corporate image? Analyse.
2. Discuss the theory of corporate image.
3. Write a note on the importance of conference management.

4.13. Suggested Readings

https://en.wikipedia.org/wiki/Corporate_identity

https://ukietech.com/blog/design/7-key-elements-of-corporate-identity

https://www.captio.com/blog/7-tricks-to-organizing-a-company-event

https://www.managementstudyguide.com/role-of-event-management-in-corporate-communication.htm

https://www.eventmanagerblog.com/corporate-event-planning

https://www.quora.com/What-are-the-different-types-of-event

https://www.inc.com/encyclopedia/corporate-image.html

https://www.huffpost.com/entry/corporate-image-the-criti_b_8096582

https://www.referenceforbusiness.com/small/Co-Di/Corporate-Image.htm

https://study.com/academy/lesson/visual-communication-types-of-images-uses.html

Block II

ART OF PERSUASION AND COMMUNICATION STRATEGY

UNIT – V

COUNSELLING AND CRISIS MANAGEMENT

Structure

5.1. Introduction
5.2. Objectives
5.3. Definition of Counselling
5.4. Characteristics of Counselling
5.5. Main purpose of counselling
5. 6. Industrial Counselling
5.7. Crisis Communication Management
5.8. Crisis Management
5.9. Crisis Management Planning
5.10. Disaster Communication Management
5.11. Let us Sum up
5.12. Unit – End Exercises
5.13. Answer to Check Your Progress
5.14. Suggested Readings

5.1. Introduction



This unit discuss with Corporate is the most common form of business organization where the use of information technology, huge machines, organizational restructuring, target in production, and changes in work schedule has been radically transformed the employees of corporate. The Counseling in the corporate context must address the basic issue of inspiring confidence and imparting competence to the people in the front of the business field. It is necessary so that they will resolve the issues and problems then and there which, otherwise in the orthodox business bureaucracy, may travel all the way to the corner room in the top floor for an answer from the chief. The corporate world itself is diversifying, with an

increase of the employees from all part of the world represents different culture, religion, custom and traditions etc., Further it also concentrate on crisis and disaster communication management and its functions.

5.2. Objectives

- To learn about the definition and characteristics of counselling
- To discuss how the industrial counselling benefits to the employees.
- To understand the areas of crisis management and its functions

5.3. Definition of Counselling

Counselling is a dynamic and purposeful relationship between two people, who approach a mutually defined problem with mutual consideration of each other to the end that the troubled one or less mature is aided to a self determined resolution of his problem. (Wren 1962).

It is an interaction process that facilitates meaningful understanding of self and environment and results in the establishment and / or clarification of goals and values for future. (Stone and Shertzer)

It is a definitely structured permissive relationship which allows the client to gain an understanding of himself to a degree which enable him to take new positive steps in the light of his new orientation (Roges).

DEFINITION OF COUNSELLING

- Counseling is essentially a process in which the counselor assists the counselee to make interpretations of facts relating to a choice, plan or adjustment which he needs to make.

  \- Glenn F. Smith

- Counseling is a series of direct contacts with the individual which aims to offer him assistance in changing his attitude & behaviors.

  \- Carl Rogers

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5.4.Characteristics of Counselling

1. It involves two individual one seeking help and the other a professionally trained person who can help the first. One who seek help is counselee and the one who provide help is the counsellor.
2. There is a mutual respect between the two individuals.
3. It is aimed to bring about desired changes in the individual for self realization and providing assistance to solve problems.
4. The counsellor identifies the problems of counselee and help him to take decision, make a choice or find a direction.
5. It is more than advice giving, solution emerge through thinking that the person does for himself rather than solutions suggested by the counsellor.
6. It involves more than offering assistance to find a solution to an immediate problem. Its function is to produce changes in the individual thereby enabling him to deal with the difficulties in a more productive and independent manners.
7. It is a purposeful learning experience for the counselee.
8. Counselling process is structured around the felt needs of the counselee.
9. Main emphasis in the counselling process is on the counselee's self direction and self acceptance.

5.4.1. Principles of Counselling

Skills of warmth, friendliness, openness and empathy are ingredients of successful **counselling** process. **Counsellor** has to listen attentively, answer question objectively, reinforce important information.

- Tailor made to the requirement of an individual's problem.
- Emphasizes thinking with the individual
- Avoid dictatorial attitude
- Maintains relationship of trust and confidence with the client.
- Client's need is to be put first
- Everyone participating in the counselling process must feel comfortable.
- Skills of warmth, friendliness, openness and empathy are ingredients of successful counselling process.
- Counsellor has to listen attentively, answer question objectively, reinforce important information.

- let the client make voluntary informed decision
- Maintain dignity of individual as individual is primary concern in counselling.

5.4.2. Problems in counselling

Counselling is a unique experience. Each individual case is different by virtue of the problems and the experiences an individual brings to the counsellor, thus providing the counsellor with a variety of experiences. On the one hand it is the richness in experiences that the process of counselling provides to the counsellor and on the other hand are the problems experienced by the counsellor. Some of the common problems which are faced by the counsellor are as under:

1) Resistance to Counselling

Resistance to counselling is faced from two angles. **Firstly** the individual facing a problem feels that I do not need any counselling or special help. These individuals fear change and are conditioned to certain pay offs like attention from significant others, sympathy, comforts associated with present behaviour, avoidance of work or stress. Such resistance can be dealt with either by involving significant others or reconditioning the pay offs.

Secondly the resistance comes from the faculty itself i.e. when the other tutors or the administrator, do not see the worth counselling process and discard it as not a necessary service. Such resistance can be managed by gaining the cooperation from all the members and highlighting from time to time the important achievements of counselling to them.

2) Counselling Individuals of Different Cultures

Some of you may be working in Industry have different cultural background. They have a different sets of values and expectations. If you do not have full understanding of these values you may interpret their behaviour inaccurately and impost your value system on them which may further create problems. As a counsellor you should try to understand their value system and should not apply one approach uniformly to all the students.

3) Counselling Individuals with Strong Emotions

Often as a counsellor you may come across individuals with strong emotions such as high anxiety, anger, depression, intimacy etc. These emotions hinder the process of counselling. In such cases you should first acknowledge their feelings by simply saying: "Sheila, I can see how angry you are right now", or "Feel free and cry". You can remain calm in some such situations and this may act as a tranquilizer to such individual.

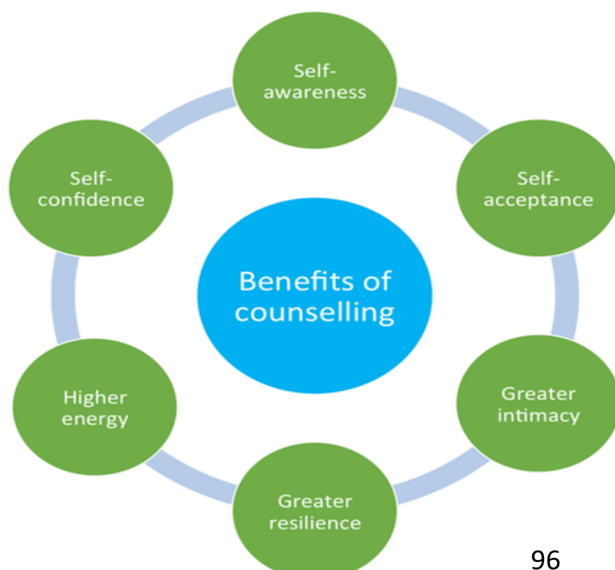
4) Counsellor Burn-out

As a beginner counsellor you may work very excitedly but as number of individuals seeking counselling in a day becomes large, excitement may change to discouragement and lead to feelings of burn-out. The following symptoms may be observed in yourself: restlessness, boredom, irritability, lethargy, fatigue, negative feelings about yourself or your client etc. This problem can be managed by changing your work environment, changing your approach, taking care of yourself (enough sleep, rest, diet, play, entertainment etc.) accepting others view on the counselling given by you to them.

5) Other problems

- Lack of awareness of value of counselling by public
- Inadequate administrative support
- Lack of physical facilities
- Non-availability of time to tutor-counsellors for counselling,
- Non-availability of tools and tests
- Dearth of training facilities for counsellors
- Sources of impediments to the process of counselling.

5.5. Main purpose of counselling



Counselling is a collaborative effort between the counsellor and client. Professional counsellors help clients identify goals and potential solutions to problems which cause emotional turmoil; seek to improve communication and coping skills; strengthen self-

esteem; and promote behavior change and optimal mental health.

Corporate counselling is provided by the **corporate** to the employees. It is also called professional **counselling** or workplace **counselling**. **Corporate counselling** aims at reducing the stress levels of employees and help them choose a better lifestyle by making healthier choices

Employee Counselling is the process of assisting **employees** with help and support during tough times. These times may be because of personal or **workplace** related. The **counselling** sessions **are** conducted for **employees** who might need them. Employee counselling is the process of assisting employees with help and support during tough times. These times may be because of personal or workplace related.

The need can be based

1) Decreased work performance 2) Health Issues 3) Terminal Disease

4) Loss of a loved one 5) Life Event 6) Stress

The counselling sessions are conducted for employees who might need them. The sessions can be helpful for employee to open up and solve the issues. This can help in having happy employees and can increase the productivity.

5.6. Industrial Counselling

Employee counselling can be explained as providing help and support to the employees to face and sail through the difficult times in life. At many points of time in life or career people come across some problems either in their work or personal life when it starts influencing and affecting their performance and, increasing the stress levels of the individual. Counselling is guiding, consoling, advising and sharing and helping to resolve their problems whenever the need arises.

Technically, Psychological Counselling, a form of counselling is used by the experts to analyze the work related performance and behaviour of the employees to help them cope with it, resolve the conflicts and tribulations and re-enforce the desired results.

5.6.1. *Ingredients of counselling:*

Counselling of staff is becoming an essential function of the managers. The organisation can either take the help of experienced employees or expert, professional counsellor to take up the counselling activities. Increasing complexities in the lives of the employees need to address various aspects like:

Performance counselling:

Ideally, the need for employee counselling arises when the employee shows signs of declining performance, being stressed in office-hours, bad decision-making etc. In such situations, counselling is one of the best ways to deal with them. It should cover all the aspects related to the employee performance like the targets, employee's responsibilities, problems faced, employee aspirations, inter-personal relationships at the workplace, et al.

Personal and Family Wellbeing:

Families and friends are an important and inseparable part of the employee's life. Many a times, employees carry the baggage of personal problems to their workplaces, which in turn affects their performance adversely. Therefore, the counsellor needs to strike a comfort level with the employees and, counselling sessions involving their families can help to resolve their problems and getting them back to work- all fresh and enthusiastic.

Other Problems:

Other problems can range from work-life balance to health problems. Counselling helps to identify the problem and help him / her to deal with the situation in a better way.

Need of counselling at workplace

Apart from their personal problems, there are various reasons which can create stress for the employees at the workplace like unrealistic targets or work-load, constant pressure to meet the deadlines, career problems, responsibility and accountability, conflicts or bad inter-personal relations with superiors and subordinates, problems in adjusting to the organizational culture. Counselling helps the employee to share and look at his problems from a new perspective, help himself and to face and deal with the problems in a better way. Counselling at workplace is a way of the organisation to care about its employees.

Check Your Progress – 5.1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. Define Counselling

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ii. Explain the characteristics of counselling

----

iii. What is Industrial Counselling?

5.7. Crisis Communication Management

A sudden and unexpected event leading to major unrest amongst the individuals at the workplace is called as organization crisis. In other words, crisis is defined as any emergency situation which disturbs the employees as well as leads to instability in the organization. Crisis affects an individual, group, organization or society on the whole. This chapter deals with characteristics, crisis management and basic stages of crisis.

5.7.1. Definition

Crisis refers to an unexpected unplanned situation or rather threat that suddenly dawns upon from a business out of nowhere. It means an event that threatens the very stability of a business. The process by which such events or threats are effectively managed and dealt with is known as Crisis Management. A crisis implies a situation where time is short and an effective decision has to be taken immediate. The crisis perpetuates a sense of a lack of control throughout the business worsening the whole situation. Thus crisis management needs to be rapid and effective with the

required flexibility to the plans made to meet further shocks. It requires the ability to lead the business out of the unfavorable situation by motivating and inspiring the employees.

A crisis may be described as shortly as ‘a time of intense difficulty or danger’. Crisis can be critical and may even completely knock down the business. From a business perspective, a crisis usually impacts sales and business reputation.

5.7.1.1. Characteristics of Crisis

- Crisis is a sequence of sudden disturbing events harming the organization.
- Crisis generally arises on a short notice.
- Crisis triggers a feeling of fear and threat amongst the individuals.

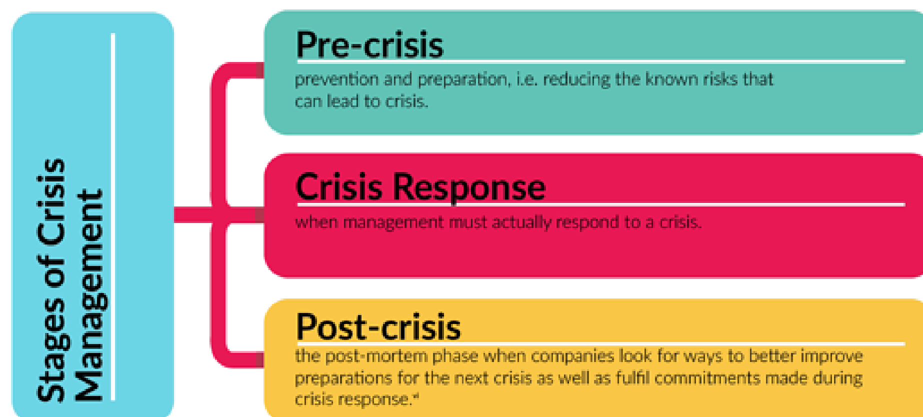
5.7.2. **Crisis can arise in an organization due to any of the following reasons:**

- Technological failure and Breakdown of machines lead to crisis. Problems in internet, corruption in the software, errors in passwords all result in crisis.
- Crisis arises when employees do not agree to each other and fight amongst themselves. Crisis arises as a result of boycott, strikes for indefinite periods, disputes and so on.
- Violence, thefts and terrorism at the workplace result in organization crisis.
- Neglecting minor issues in the beginning can lead to major crisis and a situation of uncertainty at the work place. The management must have complete control on its employees and should not adopt a casual attitude at work.
- Illegal behaviors such as accepting bribes, frauds, data or information tampering all lead to organization crisis.
- Crisis arises when organization fails to pay its creditors and declares itself a bankrupt organization.

5.7.3. Stages of Crisis

1. Pre-crisis. As the name implies, the focus at this point is on prevention and preparation, in other words, reducing the known risks that can lead to crisis.
2. Response. Now, you’re in the thick of it. This stage deals with the actual response to a real, live crisis.

3. Post-crisis. All great crises must come to an end. But that doesn't mean they won't reoccur, especially if companies don't undertake this final, post-crisis stage. During this phase, companies will take the opportunity to look back and reflect. They create a post-mortem to see what went wrong, which helps them think of ways to better prepare for the next crisis. It's also when companies begin fulfilling the commitments they made while the crisis was still raging.



Understanding that beginning, middle, and end-framework to the crisis management lifecycle is just a start though. A crucial start, but a start all the same. That's because the stages of crisis don't break down that neatly. Advanced crisis management techniques rely on a more strategic, cyclical lifecycle approach. I'll lay out one formulation of the crisis management lifecycle here:

- During the first, build up stage, you'll see hints of a potential crisis brewing, often on social media. At this point, you should be looking for certain repeat messages that foreshadow crisis.
- By the impact stage, that earlier trigger has now morphed into a full crisis. You should expect to get the most media scrutiny at this point. But it's not over yet…
- Because during the chronic crisis stage, the media usually shifts the script from what's happening to who's to blame. Meanwhile, a crisis-sieged company is still suffering through the effects of impact, which can be as significant as physical restoration.

- Eventually, you'll get to the resolution stage when the crisis-hit company is up, running, and (hopefully) out of the media glare. But if this stage doesn't include deep analysis and investigation, that company is basically just biding its time, waiting for the next crisis to strike.

5.8. Crisis Management

The art of dealing with sudden and unexpected events which disturbs the employees, organization as well as external clients refers to Crisis Management. The process of handling unexpected and sudden changes in organization culture is called as crisis management.



Crisis Management is indeed an inevitable Public Relation tool in situations where the brand/company is going through a tough time with its image in the society. There are situations where a brand/ company knowingly or unknowingly gets into some trouble and in such cases crisis management is the only way in which the business can be protected.

During the time of crisis, the biggest challenge for any organization is to identify the right media vehicle and the correct time of communication so that it has maximum impact. If one misses out the right time, it is difficult to have the desired impact. Also, the company should try not to be over persistent as it may give a wrong message to the public.

5.8.1. Crisis Management Strategy

Crisis management strategy (CMS)[is corporate development strategy designed primarily to prevent crisis for follow-up company advancement. Thus, CMS is synthesis of strategic management. It includes projection of the future based on ongoing monitoring of business internal and external environment, as well as selection and implementation of crisis prevention strategy and operating management. This is including current status control based on ongoing monitoring of the internal and external environment, as well as crisis-coping strategy selection and implementation.

5.8.2. Need for Crisis Management

Crisis Management prepares the individuals to face unexpected developments and adverse conditions in the organization with courage and determination. Employees adjust well to the sudden changes in the organization.

- Crisis Management prepares the individuals to face unexpected developments and adverse conditions in the organization with courage and determination.
- Employees adjust well to the sudden changes in the organization.
- Employees can understand and analyze the causes of crisis and cope with it in the best possible way.
- Crisis Management helps the managers to devise strategies to come out of uncertain conditions and also decide on the future course of action.
- Crisis Management helps the managers to feel the early signs of crisis, warn the employees against the aftermaths and take necessary precautions for the same.

5.8.3. Essential Features of Crisis Management

- Crisis Management includes activities and processes which help the managers as well as employees to analyze and understand events which might lead to crisis and uncertainty in the organization.
- Crisis Management enables the managers and employees to respond effectively to changes in the organization culture.
- It consists of effective coordination amongst the departments to overcome emergency situations.
- Employees at the time of crisis must communicate effectively with each other and try their level best to overcome tough times. Points to keep in mind during crisis
- Don’t panic or spread rumours around. Be patient.
- At the time of crisis the management should be in regular touch with the employees, external clients, stake holders as well as media.
- Avoid being too rigid. One should adapt well to changes and new situations.

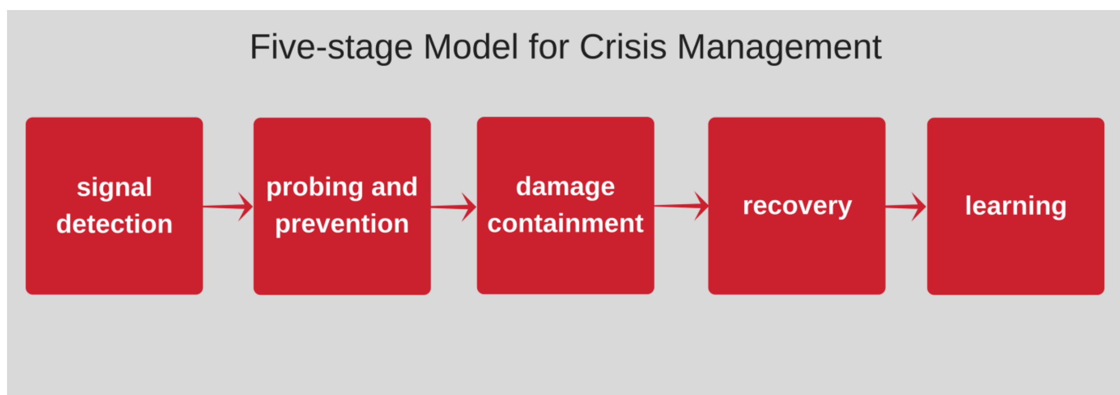
5.8.4. Crisis Management Model/ Theory



Successfully managing a crisis requires an understanding of how to handle a crisis – beginning with before they occur. Alan Hilburg speaks about a crisis arc. The arc consists of crisis avoidance, crisis mitigation and crisis recovery. Gonzalez-Herrero and Pratt found the different phases of Crisis Management.

There are 3 phases in any Crisis Management as shown below

1. The diagnosis of the impending trouble or the danger signals.
2. Choosing appropriate Turnaround Strategy.
3. Implementation of the change process and its monitoring



Structural-functional systems theory

Providing information to an organization in a time of crisis is critical to effective crisis management. Structural-functional systems theory addresses the intricacies of information networks and levels of command making up organizational communication. The structural-functional theory identifies information flow in organizations as "networks" made up of members ". Information in organizations flow in patterns called networks.

Diffusion of innovation theory

Another theory that can be applied to the sharing of information is Diffusion of Innovation Theory. Developed by Everett Rogers, the theory describes how innovation is disseminated and communicated through certain channels over a period of time. Diffusion of innovation in communication occurs when an individual communicates a new idea to one or several others. At its most elementary form, the process involves: (1) an innovation, (2) an individual or other unit of adoption that has knowledge of or experience with using the innovation, (3) another individual or other unit that does not yet have knowledge of the innovation, and (4) a communication channel connecting the two units. A communication channel is the means by which messages get from one individual to another.

Unequal human capital theory

James postulates that organizational crisis can result from discrimination lawsuits. James's theory of unequal human capital and social position derives from economic theories of human and social capital concluding that minority employees receive fewer organizational rewards than those with access to executive management. In a recent study of managers in a *Fortune* 500 company, race was found to be a predictor of promotion opportunity or lack thereof.[25] Thus, discrimination lawsuits can invite negative stakeholder reaction, damage the company's reputation, and threaten corporate survival.

5.9. Crisis Management Planning



- No corporation looks forward to facing a situation that causes a significant disruption to their business, especially one that stimulates extensive media coverage. Public scrutiny can result in a negative financial, political, legal and government impact. Crisis management planning deals with providing the best response to a crisis.

Contingency planning

Preparing contingency plans in advance, as part of a crisis-management plan, is the first step to ensuring an organization is appropriately prepared for a crisis. Crisis-management teams can rehearse a crisis plan by developing a simulated scenario to use as a drill. The plan should clearly stipulate that the only people to speak to publicly about the crisis are the designated persons, such as the company spokesperson or crisis team members. Ideally it should be one spokesperson who can be available on call at any time. Cooperation with media is crucial in crisis situation, assure that all questions are answered on time and information on what was done to resolve the situation is provided.. The contingency plan should contain information and guidance that will help decision makers to consider not only the short-term consequences, but the long-term effects of every decision.

The contingency plan involves

- Preparing for predictable crisis
- Preparing for unexpected and unwelcome events.

The contingency plan identifies alternative courses of action that can be taken if circumstances change with time. It includes programs for improving the business in long term once the situation is handled and the issues are resolved. Also, contingency plan contains detailed standby procedures to enable continuation of essential activities and services during the emergency period.

The steps involved in drawing up a contingency plan include:

- Recognise the need for contingency planning
- Identify possible contingencies-all the possible adverse and crisis scenarios
- Specify the likely consequences

• Assess of the degree of risk to each eventuality

• Determine risk strategy to prevent a crisis and to deal with a crisis should one occur

• Draft the plan and identify responsibilities

• Simulate crises and the operate of each plan

The strategies an organization should adopt to handle crisis and maintain the reputation of the brand includes

• Positive writes ups in publication's editorial

• Advertorials/Ads denying the allegations

• Event appearances by higher management

• Internal Dealer meets to clarify the situation

Business continuity planning

When a crisis will undoubtedly cause a significant disruption to an organization, a business continuity plan can help minimize the disruption. First, one must identify the critical functions and processes that are necessary to keep the organization running. This part of the planning should be conducted in the earliest stages, and is part of a business impact analysis phase that will signpost "How much does the organization stand to lose?" (Osborne, A. (2007).

A note of caution when planning training scenarios, all too often simulations can lack ingenuity, an appropriate level of realism and as a consequence potentially lose their training value. This part can be improved by employing external exercise designers who are not part of the organisational culture and are able to test an organizations response to crisis, in order to bring about a crisis of confidence for those who manage vital systems.

Following a simulation exercise, a thorough and systematic debriefing must be conducted as a key component of any crisis simulation. The purpose of this is to create a link and draw lessons from the reality of the simulated representation and the reality of the real world.

Role of apologies in crisis management

There has been debate about the role of apologies in crisis management, and some argue that apology opens an organization up for possible legal consequences. "However some evidence indicates that compensation and sympathy, two less expensive strategies, are as effective as an apology in shaping people's perceptions of the organization taking responsibility for the crisis because these strategies focus on the victims' needs. The sympathy response expresses concern for victims while compensation offers victims something to offset the suffering.

5.10. Disaster Communication Management

Communication during and immediately after a disaster situation is an important component of response and recovery, in that it connects affected people, families, and communities with first responders, support systems, and other family members.

A disaster is a sudden, calamitous event that seriously disrupts the functioning of a community or society and causes human, material, and economic or environmental losses that exceed the community's or society's ability to cope using its own resources. Though often caused by nature, disasters can have human origins.

5.10.1. Types of Disaster

Disasters are of two types Natural and Human induced disasters. A natural disaster is a major adverse event resulting from natural processes of the Earth; examples are floods, hurricanes, tornadoes, volcanic eruptions, earthquakes, tsunamis, and other geologic processes.

Natural and human-caused disasters affect thousands of people each year. Major adverse events such as these have the potential to cause catastrophic loss of life and physical destruction. They are often unexpected and can leave whole communities in shock.

People who live through a disaster can experience emotional distress. Feelings of anxiety, constant worrying, trouble sleeping, and other depression-like symptoms are common responses to disasters before, during, and after the event. Many people are able to "bounce back" from disasters with help from family and the community, but others may need additional support to cope and move forward on the path of

recovery. Anyone can be at risk, including survivors living in the impacted areas and first responders and recovery workers.

The new classification distinguishes two generic disaster groups: natural and technological disasters. The natural disaster category being divided into six disaster groups: Biological, Geophysical, Meteorological, Hydrological, Climatological and Extra-Terrestrial.

Natural Disasters

Natural disasters are large-scale geological or meteorological events that have the potential to cause loss of life or property. These types of disasters include:

1. Tornadoes and Severe Storms
2. Hurricanes and Tropical Storms
3. Floods
4. Wildfires
5. Earthquakes
6. Drought

Severe storms and floods are the most common types of natural disasters reported in the United States. These meteorological events are occasionally preceded by presidential "emergency declarations" requiring state and local planning prior to the event, such as evacuations and protection of public assets. Disaster Distress Helpline staff are available to speak to those who call or text before, during, and after a natural disaster.

Human-caused Disasters

Examples include industrial accidents, shootings, acts of terrorism, and incidents of mass violence. As with natural disasters, these types of traumatic events may also cause loss of life and property. They may also prompt evacuations from certain areas and overwhelm behavioral health resources in the affected communities.

In the aftermath of the tragic loss of life that occurred on September 11, 2001, the feelings of loss of security and well-being—arguably the most crucial ingredients for leading a happy, healthy life—dramatically affected the citizens of the United States. Disaster Distress Helpline staff are also trained to respond to calls or texts related to these types of disasters.

5.10.2. Disaster Management

- Disaster Management refers to the measures taken for the safety and protection of life and property from natural or man-made disasters. This means being prepared for disasters, fighting disasters effectively, ensuring the safety of life during disasters and helping in rebuilding society after the disaster.



- When a disaster strikes a society, external help is usually needed in the form of aid to cope with its impact.
- The four phases of disaster management are mitigation , preparation , response and recovery .



5.10.3. Common Techniques Of Disaster Management

- Youth of the country should be encouraged to learn and practise techniques of disaster management .
- Education about disaster management should be imparted in schools and colleges
- Disaster evacuation drills should be practised in schools and offices
- Prepare a first aid box which would be handy in times of disasters.
- Details of disaster management squad should be shared through media at every corner of the country.

Check Your Progress – 5.2.

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. What are the stages of crisis?

----

v. Mention the two types of Disaster.

5.11. Let us Sum up

Many companies today recognize this and have in place a crisis communication plan that outlines the steps to be taken during the first few hours of a crisis. They spell out the who, what, when, where and how the company should deal with the crises. The best plans produce many of the materials necessary ahead of time, including initial official statements, press releases, fact sheets and backgrounders so that the missing information simply must be inserted and the materials are ready to go. A good crisis plan is "everything you need in one place so you don't have to search - because you may not have time to search."

In a nutshell crisis management involves Identifying the crisis, planning a response, responding to a sudden event that poses a significant threat to the firm, limiting the damage and drawing boundaries, selecting an individual and team from the management to deal with the crisis, coordinating with the media and delivering right and positive message to the audience at the right time and finally identifying measures and resolving a crisis.

5.12. Unit – End Exercises

1. Discuss the main problems of Counselling with suitable examples.
2. Explain steps involved in crisis management planning.
3. Comment on Disaster Management.

5.13. Answer to Check Your Progress

i. The process of assisting and guiding clients, especially by a trained person on a professional basis, to resolve especially personal, social or psychological problems and difficulties.

ii. Mutual respect between the two individuals. It is a purposeful learning experience for the counselee. Counselling process is structured around the felt needs of the counselee.

iii. Counselling strategy for organizations to help employees better managing stress, personal issues or work related problems.

iv. Three stages : Pre crisis, crisis response and post crisis.

v. Natural and Human made disaster.

5.14. Suggested Readings

https://www.managementstudyguide.com/crisis-management.htm
https://www.noggin.io/blog/the-stages-of-crisis-understanding-the-crisis-management-lifecycle

https://school.eckovation.com/disaster-management-short-notes/
http://www.nsgmed.com/education/counselling-definition-characteristics-principles-problems-in-counselling/
http://indianresearchjournals.com/pdf/IJSSIR/2014/December/15.pdf
https://www.wisdomjobs.com/e-university/industrial-relations-management-tutorial-357/counselling-in-industry-11706.htm
https://www.samhsa.gov/find-help/disaster-distress-helpline/disaster-types

UNIT – VI

PERSUASION AND FEEDBACK

Structure

6.1. Introduction
6.2. Objectives
6.3. Persuasion is an Art
6.4. Types of Persuasive Communication
6.5. Feedback
6.6. Campaign Planning and Strategies
6.7. Corporate strategy
6.8. Let us Sum up
6.9. Unit – End Exercises
6.10. Answer to Check Your Progress
6.11. Suggested Reading

6.1. Introduction



Strategic Tips on the Art of Persuasion From Copy Writing Services

This section is the pack of art of persuasion – its types, advantages and disadvantages. It also extends to types of feedback, campaign planning and strategies**.** Persuasion is an art of influencing the mind of the listener and hence it should be done with great care. **Persuasion** may therefore be defined as "an effort to influence the attitudes, feelings or beliefs of others or to influence action based on those attitudes, feeling or beliefs."

Persuasion is the act of convincing someone to change their beliefs or do something you suggest. Persuasion is a communicative skill. It enables a persuader to present his point of view from the Receiver's point of view and induce the Receiver to act accordingly. Persuasion is very useful in internal management within an organization.

6.2. Objectives

- To understand the art of persuasion
- To learn about feedback and campaign strategy

6.3. Persuasion Is an Art

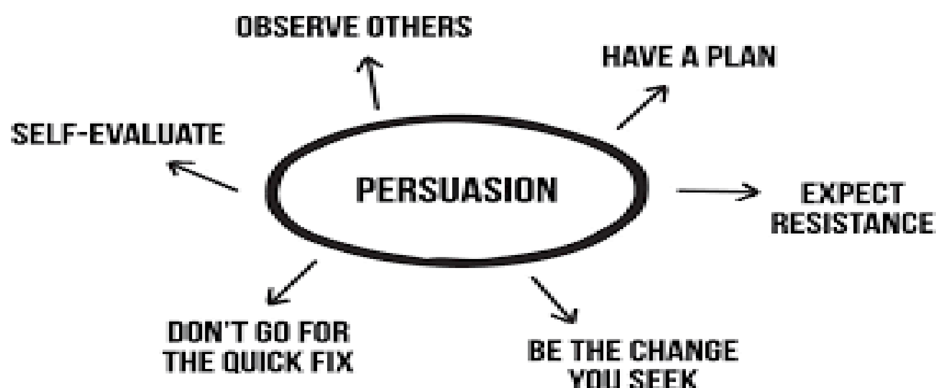


To see why persuasion is an art, you need to understand a broad definition of art. In a philosophical sense, art can be seen as an activity that:

- Expresses strong emotion
- Is intellectually challenging
- Is complex and coherent
- Conveys complex messages
- Shows an individual point of view and is original
- produces an object or performance that requires a high degree of skill
- Belongs to an established art form
- Is the product of an attempt to make art

Not all of these definitions apply to the art of persuasion. After all, people can be very persuasive without expressing any emotion at all, although the opposite is more likely. Also, the art of persuasion isn't necessarily an established art form in the sense that painting or music is. And, you may persuade without attempting to do anything artistic at all.

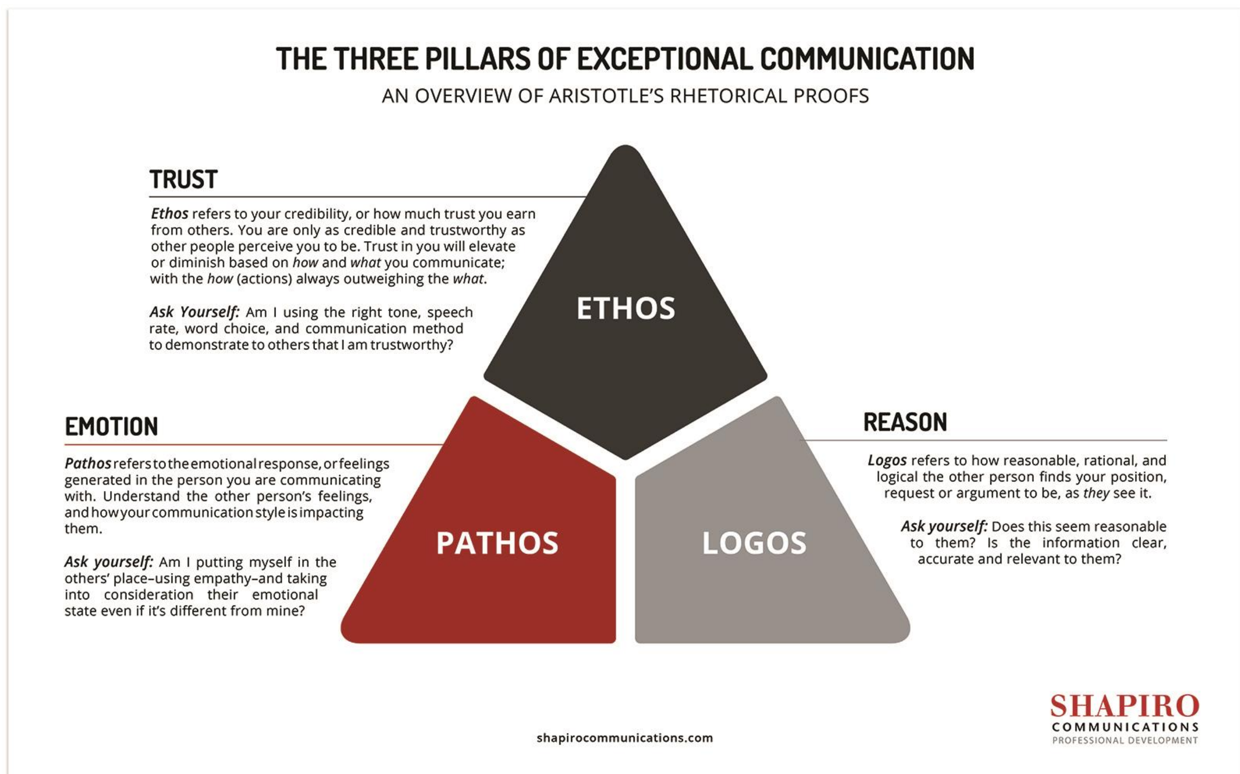
6.3.1. Persuasion as a skill requires.



- Knowledge about the Receiver.
- Intellectual appeals to arouse the Receiver's interest.
- Presentation of one's interests from the Receiver's point of view.

6.3.2. Three types of Persuasion

Aristotle's **Three** Proofs: Ethos, Logos, and Pathos. Along with the rhetorical triangle, Aristotle named **three types** of appeals – or what he called **the "three** proofs" – that rhetor/writer/speaker should use as means of **persuasion**. In classical Greek, **the three** proofs are known as ethos, logos, and pathos.



According to Aristotle, there are three primary types of appeals:

- Logos: A logical appeal. Also known as an evidential appeal.
- Pathos: An appeal to the audience's emotions.
- Ethos: Moral expertise and knowledge.

The Three Appeals of Argument Aristotle postulated three argumentative appeals: logical, ethical, and emotional. Strong arguments have a balance of all of three, though logical (logos) is essential for a strong, valid argument. Appeals, however, can also be misused, creating arguments that are not credible.

Logical Appeal (logos)

Logical appeal is the strategic use of logic, claims, and evidence to convince an audience of a certain point.

When used correctly, logical appeal contains the following elements...

- Strong, clear claims• Reasonable qualifiers for claims• Warrants that are valid• Clear reasons for claims• Strong evidence (facts, statistics, personal experience, expert authority, interviews,• observations, anecdotes)

Acknowledgement of the opposition

- When used poorly, logical appeals may include..
- Over-generalized claims• Reasons that are not fully explained or supported• Logical fallacies• Evidence misused or ignored• No recognition of opposing views•

Ethical Appeal (ethos)

Ethical appeal is used to establish the writer as fair, open-minded, honest, and knowledgeable about the subject matter. The writer creates a sense of him or herself as trustworthy and credible.

When used correctly, the writer is seen as…

- Well-informed about the topic• Confident in his or her position• Sincere and honest• Understanding of the reader's concerns and possible objections• Humane and considerate•

  When used incorrectly, the writer can be viewed as...
- Unfair or dishonest• Distorting or misrepresenting information (biased)• Insulting or dismissive of other viewpoints• Advocating intolerant ideas•

Emotional Appeal (pathos)

Not surprisingly, emotional appeals target the emotions of the reader to create some kind of connection with the writer. Since humans are in many ways emotional creatures, pathos can be a very powerful strategy in argument. For this same reason, however, emotional appeal is often misused...sometimes to intentionally mislead readers or to hide an argument that is weak in logical appeal. A lot of visual appeal is emotional in nature (think of advertisements, with their powerful imagery, colors, fonts, and symbols).

When done well, emotional appeals...

- Reinforce logical arguments• Use diction and imagery to create a bond with the reader in a human way• Appeal to idealism, beauty, humor, nostalgia, or pity (or other emotions) in a balanced• way Are presented in a fair manner•

When used improperly, emotional appeals…

- Become a substitute for logic and reason (TV and magazine advertising often relies• heavily on emotional rather than logical appeal)
- Uses stereotypes to pit one group of people against another (propaganda and some political advertising does this)
- Offers a simple, unthinking reaction to a complex problem
- Takes advantage of emotions to manipulate (through fear, hate, pity, prejudice, embarrassment, lust, or other feelings) rather than convince credibly

6.3.3. How to Define Persuasion in Psychology

- To define persuasion in psychology, students must assess the types of communication according to their intent. Persuasive communication can be written, visual, verbal or any combination of these forms, and it is designed to sway a person's beliefs or actions. In other words, it is communication that convinces you to do or think something that you might not think otherwise.
- Elements that define persuasion in psychology include the use of symbolic words, images or sounds. It also must transmit a message. But the key element that will define persuasion in psychology is if that message intends to deliberately influence its audience.

6.4. Types of persuasive communication

Persuasive communication is one of the most widely practiced types of communication, but you may not even know you're doing it. You use persuasion every day, even when you're trying to convince yourself to go to the gym. But how to define persuasion in psychology depends entirely on the size of the message's audience.

Intrapersonal Persuasive Communication

Intrapersonal communication involves reflective thinking or internal vocalization. Persuasive intrapersonal communication happens when you try to convince yourself

to do something. If you’ve ever been on the edge of a diving board and tried to persuade yourself to jump, you were practicing persuasive intrapersonal communication. Another time you may have used persuasive intrapersonal communication is if you were dealing with a stressful situation and used self-talk to calm yourself down.

Interpersonal Persuasive Communication

Interpersonal communication is communication between two people who already possess a close bond. Persuasive interpersonal communication involves the use of persuasive techniques between these people. Have you ever begged your mother to let you stay out late? Guess what. You were practicing persuasive interpersonal communication. Since persuasive interpersonal communication occurs between two people, it can use more elements of composition than intrapersonal communication. Persuasive interpersonal communication can include persuasive reading and visuals as well as conversational speech.

Group Persuasive Communication

Group communication occurs between individuals who may not have a close, established bond. This type of communication also happens in a larger setting where more than two people are present. Persuasive group communication most often involves one or more people trying to convince a group of something. You may have experienced persuasive group communication while working on a group project in class or trying to decide what to do with friends on a Friday night.

The main difference between persuasive interpersonal communication and persuasive group communication is the number of people involved. Like persuasive interpersonal communication, persuasive group communication makes use of many combinations of audio, visual and verbal techniques to convince its audience. Persuasive group communication can include persuasive reading and limited presentation techniques as well as conversational speech.

Persuasive Public and Mass Communication

Public communication focuses on the person delivering the message. The messenger may be performing, possibly giving a speech in front of a live audience. For example, a lawyer giving her closing argument would be practicing persuasive public communication. Mass communication is public communication that is transmitted through media to a larger audience. Wide distribution of persuasive reading materials, advertisements, newscasts and radio programs all fall into the category of persuasive mass communication.

6.4.1. Importance of Persuasion in Business Communication

Persuasion is important to a job-seeker. He can draft his job application on the basis of AIDA (Attention-Interest-Desire-Action) formula. His application must be drafted from employer's point of view. A good salesman is expected to be excellent at persuasion otherwise he cannot arouse the buyer's interest. Thus, persuasion is important in almost every activity related to business. Persuasion works both ways-downward and upward.

Advantages of Persuasion in Business Communication

Persuasion appeals to the self-interest of the people being convinced.

Persuasion is effective when the receiver is appealed orally.

Disadvantages of Persuasion in Business Communication

A salesman will glib (insincere) tongue can easily cheat a buyer by selling defective goods.

Persuasion is a double-edged weapon as sometimes the superior may be fulfilling his own self interest.

Image credits © Manoj Patil.

6.5. FEED BACK

According to Bartol & Martin, "Feedback is the receiver's basic response to the interpreted message". In the opinion of Bovee & Others, "Feedback is a response from the receiver that informs the sender how the communication is being received in general". In Feedback Communication, Receivers are not just passive absorbers of messages; they receive the message and respond to them. This response of a receiver to sender's message is called Feedback. It is your audience's response; it enables you to evaluate the effectiveness of your message.

Feedback also enables us to evaluate the effectiveness of our message. It makes communication meaningful. It is the end-result of an idea and makes communication a continuous process. If our audience doesn't understand what we mean, we can tell by the response and then refine the message accordingly.

6.5.1. Three Types of Feedback

Generally, feedback can be given either "in the moment" or daily. According to Stone and Heen from Harvard, there are three different types of feedback based on purpose: **evaluation, appreciation and coaching**. Evaluation feedback needs to be done "in the moment" to help the person receiving the feedback know where they

stand. Appreciation and coaching should be given on a daily basis to help inspire and motivate the person to continue doing their best and improving their selves.

Evaluation Feedback

The primary purpose of an evaluation feedback is to let the person receiving it know where they stand when it comes to their performance. When an employee knows where they stand, they have clear expectations and they feel reassured and safe. As a result, they are more likely to receive the feedback positively and work with their leader towards improved performance and better results.

Ideally, an evaluation involves a rating or a ranking. There is often a comparison between other employees and judgement. Other times, there is a set of standards where the employee's performance is compared with and assessed. These standards can be used by the employee to monitor their improvement and performance. Evaluation can be given on a scheduled meeting or on a daily basis. To ensure a successful evaluation feedback, here are some tips:

- Set clear expectations with regards to the roles and responsibilities of the employee(s) receiving feedback.
- Be clear with your purpose in giving feedback.
- Be accountable for the process and the results.
- Record and monitor employees' progress and outcomes.
- Use real-time approach and try to give follow up evaluation within 24 hours.
- Separate evaluation from coaching and appreciation.

Appreciation Feedback

Appreciation feedback is what you give when you want to show appreciation or thank the employee for their contribution and performance. It is important to notice and acknowledge their effort to further build trust in your relationship. Encourage the employee to celebrate their success and impressive performance to motivate them to continue with their progress and growth.

A great appreciation feedback is one that is specific, linked to the receiver's values and authentic. It needs to be specific so the employee knows what exactly he or she did that caused the appreciation feedback. This helps the employee identify what else he or she needs to improve on what he or she needs to keep doing. Linking the appreciation feedback to the receiver's values makes it more effective and personal. It helps the receiver easily accept and understand the feedback and learn more about his or her role and responsibilities in the company.

Lastly, an appreciation feedback needs to be authentic each time you are giving it. It needs to be unique to the employee and to the situation. This prevents the appreciation feedback to feel like it's a routine, which will eventually cause the employee to lose interest in striving for growth and improvement.

Coaching Feedback

After informing the employee where they stand in terms of their performance and giving them appreciation for the effort they are putting in for their growth and improvement, you can move on to giving them coaching feedback. A coaching feedback is different from evaluation and appreciation, although it can have both elements. A coaching feedback often involves regular and annual reviews. Its primary purpose is to further inspire the employee and lead them towards continued growth and improvement.

Some of the benefits of coaching feedback include:

- Increasing employee effectiveness.
- Preventing them from using behaviours that may hinder their growth.
- Encouraging them to maintain effective behaviours.
- Promoting commitment within employees and their work and the organisation.

Giving and receiving feedback help to create positive learning and growth between all employees and executive leaders. The Centre for Creative Leadership says this is one of the best ways to establish and help strengthen trust between leaders and staff. Regardless of the time and place when feedback is delivered, it should always be aimed to help improve performance, development and positive outcomes.

If you fell that your workplace could do with improved skills around feedback, then I do run a workshop called "Giving and Receiving Feedback"

There are four types of constructive feedback:

- Negative feedback – corrective comments about past behaviour
- Positive feedback – affirming comments about past behavior.
- Negative feed forward – corrective comments about future performance.
- Positive feed forward – affirming comments about future behavior.

Receivers are not just passive absorbers of messages; they receive the message and respond to them. This response of a receiver to sender's message is called Feedback. Sometimes a feedback could be a non-verbal smiles, sighs etc. Sometimes it is oral, as when you react to a colleague's ideas with questions or comments. Feedback can also be written like - replying to an e-mail, etc.

Feedback is essential in communication so as to know whether the recipient has understood the message in the same terms as intended by the sender and whether he agrees to that message or not. There are lot of ways in which company takes feedback from their employees, such as : Employee surveys, memos, emails, open-door policies, company news letter etc. Employees are not always willing to provide feedback. The organization has to work a lot to get the accurate feedback. The managers encourage feedback by asking specific questions, allowing their employees to express general views, etc. The organization should be receptive to their employee's feedback.

A manger should ensure that a feedback should:

1. Focus on a particular behaviour - It should be specific rather than being general.
2. Impersonal - Feedback should be job related, the manager should not criticize anyone personally.
3. Goal oriented - If we have something negative to say about the person, we should always direct it to the recipients goal.
4. Well timed - Feedback is most effective when there is a short gap between the recipients behaviour and the receipt of that feedback.

5. Ensure understanding - For feedback to be effective, the manager should make sure that the recipients understands the feedback properly.

6. While giving negative feedback to the recipient, the manager should not mention the factors which are not in control of the recipient.

6.5.2. Elements of Effective feedback

1. Clear,
2. Well-timed,
3. Specific,
4. Bearing Right Attitude,
5. Truly Representative,
6. Impersonal, and
7. Informative.

1. Clear:

Effective feedback is possible if the recipient understands the message communicated to him/her properly.

It should be clear in two respects:

(i) The sender of the message can understand that the feedback is related to the message sent; and

(ii) The meaning of the feedback should be clear.

The sender of the feedback should take care about it and ensure proper understanding of the feedback by the receiver. Use of simple language for communication is highly necessary.

2. Well-timed:

Feedback may not be instant. It may require some time to get feedback. But much delayed feedback may not be worthwhile or even may not serve any purpose at all. It should be made within a reasonable time.

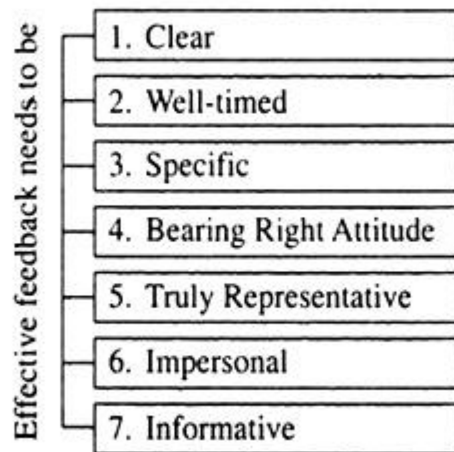


Fig. 1.7: Requirement of Effective feedback.

3. Specific:

In general, feedback, to be effective, should be particular or specific. A generalized response or an ambiguous reply is of little value. To a specific question, specific answer should be given. Sometimes general impression of a large section of people is necessary as feedback. In that case, the communication should be designed in such a way that the people are encouraged to give their general impression.

4. Bearing Right Attitude:

If the sender thinks that he/she is superior to the recipient in every respect, it will be reflected in the message and the recipient will feel embarrassed in giving a feedback. Therefore, such attitude should be avoided.

The recipient should also avoid the fault-finding attitude with the sender. If much of the time is spent in finding fault with the subject-matter, presentation skill and similar matters related to the message, the feedback process is sure to suffer. Therefore, both undermining attitude of the sender and fault-finding attitude of the receiver should be avoided to make the feedback effective.

5. Truly Representative:

Feedback may be positive or negative. One should not hesitate to convey negative feedback. Actual, true and honest reaction should be communicated. We should not hesitate to convey our disagreement. We should also clearly state if we fail to understand the message.

6. Impersonal:

Feedback, to be effective, should be free from personal reactions. Let us suppose, Mr. X is depressed due to some personal problems in his life. This state of mind should not be reflected in the feedback process of the official work or business communication. Similarly, any personal rivalry or conflict should not have any influence on official feedback.

7. Informative:

The sender of a message expects from the receiver some information in the form of feedback which the sender does not already know. Therefore, feedback, to be effective, should be informative.

Check Your Progress – 5.1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. What are the skills required for persuasion?

----

ii. Mention three types of persuasion

----

iii. Explain the advantages of persuasion.

6.6. Campaign Planning and Strategies

Corporate communications campaigns are vital in any business. It is through an internal communication program that the management is able to connect to its employees, relaying relevant and timely information that are critical to the achievement of corporate goals.

Public communication campaigns can be broadly defined as purposive attempts to inform, persuade, or motivate behavior changes in a relatively well-defined and

large audience, generally for non-commercial benefits to the individuals and/or society at large, typically within a given time period, by means of organized

Campaign plan is a plan to achieve an objective, usually of a large-scale over an extended period of time. It usually coordinates many activities and uses of resources involving multiple organizations. A campaign plan could also have subordinate objectives or intermediate milestones and is often broken down by phases.



6.6.1. Corporate communication strategy framework

A corporate communication strategy framework is a tool for planning communication with your employees, customers, suppliers and investors. You can use the framework to build a better understanding of your company and enhance your reputation with people whose attitudes and actions influence the success of your business

The communication strategy framework identifies each of the groups you must influence and describes the attitudes you want them to have. Employees and prospective employees should have confidence in your company and consider it a great place to work. Customers should believe you meet their needs with quality products and excellent service. Suppliers should feel that working with you is good

for their business. Investors should be confident that your company is well managed and has good prospects for the future.

1. Research

To develop your communication plan, find out more about the actual attitudes of each group and compare the results with your target. Research the publications that each group reads and check them to find references to your company or your products. Look for similar information on social networking sites. Ask sales representatives for their views on customers' attitudes. By identifying areas where your company is misunderstood or unknown, you can establish communication tasks and set priorities.

2. Strategy

The framework provides you with a clear view of the people you have to influence and the scale of the work involved in meeting your communication goals. You can now develop a communication strategy that aligns with your business strategy. If your business strategy is to expand by attracting more customers or entering new markets, your communication strategy must focus on building positive attitudes among customers and prospects. You may need to adopt a strategy of expanding your operations to meet strong demand from the market. Your communication strategy should focus on attracting high-caliber employees and convincing investors to back your company.

3. Messages

To put the communication strategy into action, the framework should include information about how to reach the important groups and the messages that will appeal to them. To communicate with customers, for example, use your research on the publications they read and plan a series of press releases on new product developments, quality initiatives or improvements in different aspects of customer service. Key messages would include "we are an innovative company," "we take quality seriously" and "we are committed to excellence in customer service."

6.6.3. Seven simple steps to campaign planning

Before planning a campaign, you should have an overall marketing plan for your business, which itself aligns with your business plan. Campaigns are great for

focussing on a specific goal, purpose or audience segment, but there are a few things to consider before you start…

1. Set objectives: Setting campaign objectives has a key influence on what you do and how you do it. Be specific too, and include any target figures you or your Board would like to see – be realistic here, you won't generate 300 more customer leads if the market size for your product is actually lower than that.

2. Set a campaign budget : Obvious really. Consider how long you want your campaign to run for – 12-18 months is a good length of time usually, depending on the market and the audience.

3. Profile the market, the competition, and your audience: Understanding the market context, the competition and your target audience is the key to successful campaigns. When it comes to your audience, segment them and prioritise them if needed. Talk to existing customers about why they chose your product or service and what they need. The insight gained from this step enables you to shape and differentiate your offer.

4. Shape your messaging: Use simple, relevant and impactful messaging to get your offer across in a clear way. Consider how your core message may need to be adapted for each audience segment, and how you might build your messaging as the campaign develops over time (particularly for longer campaigns of 6+ months).

5. Develop a creative platform: Creative brings a campaign to life. You might have the right words, but if it's not presented in the right way, your campaign won't grab the attention of your audience. Your campaign creative should reflect your offer and the market insight, be in keeping with your company's overall brand and be impactful.

6. Create a campaign plan : How are you going to get your message out to your target audience? Here, consider tactics and channels in line with your audiences' preferences and watering holes, and your budget. Look at roles and responsibilities within your team and your partners, and be sure to include training or informing sales teams or customer services if needed.

7. Implement, review and adjust: Now, simply create the campaign assets you need to deliver the plan (e-shots, direct mail, etc.), gather your data together, and roll out the campaign. Throughout the campaign, monitor and analyse what's working and what isn't, and make adjustments as needed. If you find that one channel is delivering a lot more results than others, it could be worth focusing your resources on that. Get in touch if you'd like to know more about planning a b2b marketing campaign. We've got a bit of experience in that area...

6.7. Corporate strategies

It involves **corporate** designing, advertisements, new means of **internal communication**, establishing relations with investors and different public affairs activities. Retaining, maintaining and protecting the **company's** reputation became a part of the **corporate communications strategy** process and Public relations.

To write a **communications strategy**, write down the long-term and short-term goals of the company, and define a few relevant objectives that **will** help the company meet those goals. In the **strategy**, identify the audience of your **communication**, such as stakeholders, media outlets, or the general public.

6.7.1. Management of PR and Corporate Communication strategy

The corporate communications strategy as defined by Van Riel is "'an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible'. It involves corporate designing, advertisements, new means of internal communication, establishing relations with investors and different public affairs activities. Retaining, maintaining and protecting the company's reputation became a part of the corporate communications strategy process and Public relations.

Some might also be involved in the corporate social responsibility or crisis Communication or in Change Management. PR role depends on what criteria company has set to impart an effective communication channel with its stakeholders and mode of communication and so does the role of a corporate communicator. Further thrust was given to bring both the marketing and public relations under one umbrella however this did not appear to be practical and neither feasible.

The way now corporation communication and public relations started getting managed depends more on the way marketing communication and public relations began to be integrated, which depends on the three main factors:

- Environment and Market-driven factor
- Communication-based factors
- Changes in the organization which we can term as the internal factors

6.7.1.1. Environment and Market-driven Factors:

Organizations of today are facing an increase in the demand to fulfill their corporate social responsibility and to maintain their transparency regarding their operations. To build the transparency, meet social expectations and present themselves as trustworthy institutions, organizations adopt different measures to integrate marketing and Public relations. Through this method, they formalized all the modes of communication and adopt uniformity in the system.

6.7.1.2. Corporate communications Strategy based Factors:

In today's environment, it has become extremely difficult for the organizations to get heard and to make their presence felt amidst stiff competition. It is estimated that a person receives around 14000 messages in a day. The integration of the corporate communications strategy can make its way through the clutter of messages and have the company's message or brand reach its audience. Retaining consistency in messages can help the organizations to look at the stakeholders fairly well. Organizations make consistent efforts to protect their image by aligning and controlling their communication campaigns.

6.7.1.3. Organizing Change:

There is a need for the communication to be used strategically to position the company. Since 1990, organizations were also concerned about the idea is known as "corporate identity", "corporate reputation" or "corporate branding", which lays more emphasis on the importance to position and link communication to the organization's corporate strategy.

Through the efficient use of the time management and by reducing the cost, companies have been able to build and improve the quality of their communication system. The 1980s saw many restructuring trends which caused many organizations to reframe their communicative areas like advertising, media relations, sales promotion and publicity.

Public relations campaign is initiated in different stages that set the pace for Corporate Communications strategy, which ensures the effective utilization of the Public Relations and Corporate Communications strategy skills:

- Setting up the PR Campaign Objectives
- Find the potential audiences
- Formulating PR and Corporate Communications strategy and tactics
- Practical implementation of the campaign

1. Setting up the PR and Corporate Communications Strategy Objectives

For effective communication, it is imperative to place the objectives on what the company is attempting to achieve, which is based on the SMART principles (Specific Measurable Attainable Results-centered Realistic Time-bound).



Setting the goals has many benefits, as it allows stakeholders to understand and comprehend what is expected and planned. It also helps to calculate and analyze the resources that are required and when and how it could help improve communication between the participants and achieve results.

Establish the Goals:

Creating the goals that can be delivered to the stakeholders and help them understand the company's position, ideologies and in which direction the company is oriented towards. Though goals are difficult to be measured it is possible to measure the objectives in the quantified terms, for instance, the company says my objective is to increase the profit by ten percent next year. Here the company's objective is being directed. We can say objects are a set of goals which can be achieved by fulfilling the set objectives.

Further, these goals are of three types:

- **Reputation Management**: Form the public relations goals to improve the image of the company in the eyes of the stakeholders and make all the efforts to improve the opinion of the organization.
- **Relationship Management**: Forming strategies on how organization establishes relations with its shareholders through communication channels.
- **Task Management Goals**: It is concerned with achieving the set tasks

Many public relations practitioners are satisfied to show their intentions which allow them to rationalize their outcome. But there are situations when they are not able to prove their value and what they have contributed, the result is they have to face the scrutiny of the senior management.

But by displaying measurable targets has helped them present their efforts, frame the future campaigns and bring positive benefits. Setting the result objectives also helped them to specify the results and then measure whether the result is achievable. However, to plan it professional judgment is implied to decide different communication activities or processes to get at the result.

2. Find the Potential Audience

Before the start of any campaign the priority is to find the audience towards which company aims to reach and public strategies and tactics are targeted, but how could they do it. This is done through intense market research and survey. Many of the media outlets publicize the interest, income as well as other demographic of the readers to attract the advertisers, so it is best to look at the different advertisements that would guide the audience they are seeking.

Study the Market Needs

Many companies conduct the research to find the needs of the target audience and their tastes and preferences. And then by using this study as a base, the constructive plans are formulated.

The public relationship management entails into forming a relationship with the reputed spokespeople, holds different events, give gifts with the product samples and creating websites and perform several other activities to meet the market needs. There are many more different ways also to get on the nerves of the audience and know what they want.

Create the memorable campaigns

Campaigns are simple with unique slogans that conjure with the targeted audiences and make them memorable. The taglines or logos are designed that resonates with the people and give them the feeling of closeness and what the company stands for. Many leading companies create so beautiful and lucrative advertisements that they are remembered even though they have stopped running.

Finding the Trusted Influencer

Companies partner with the agents, people or companies who are trusted in the communities which are being targeted. An influence is thought of as a person who leverages the communication process to build the repo and the status of the organization. But as a generally assumed influencer is not someone who reach as many people as possible through exerting his influence or power but reaches the right people through his social networking and best communicative way. Important is to have e endorsement of experts if you want your foothold in the market.

3.Set up PR and Corporate Communications Strategy and Tactics

Make Assessments

An initial step lies in analyzing the past year's performance. If the businesses have achieved the media attention previously, making the assessment of the outcome is best and what all had been achieved. Find out different angles and pitches that already has been worked perfectly well in the past that resulted in coverage. Next, find the way to use the company's objectives as a base to develop and form the key media message, make sure what you wanted to say and achieve is reflected. Your message will become a backbone of the way you have communicated during the year. Next find out what different kinds of tools and tactics you would be requiring and create the same as:

Set new releases calendar to create a plan of the news releases you would like to issue this year.

- **Build a database**: Create a database of reporters or other media personals. The list should contain the contact details of the publications and journalists and organize as per the priority and how valuable each is.
- **Present Case Studies**: The case studies are very attractive as they provide many real work examples of the different benefit of products or services.
- **Participate In The Industry webinars or Panel Discussions**: When planning make PR arrangements to make available for yourself as a keynote speaker or a member of the panel discussion. The value you get in entering into these engagements would be a great idea particularly for the business growth, however, it also requires vigilant planning as the speaking opportunities are only finalizcorped many months in advance.
- **Social Media and Blog**: Create the plan for socializing and make yourself available in social media. Also, reach out for blogs like Technorati. Your presence in a blogosphere can help you have a perception as a thoughtful leader. Besides sharing of a video of the product or a service of a company is a great way to move ahead.

4. Implementing Corporate Communications Strategy Campaign

In public relations, this stage is deemed as a fun stage needing considerable skill. An action plan is formulated to make sure that implementation carries on smoothly well. A public relations manager is initiated to devise a plan specifying the complete schedule, different areas of responsibility, details of the media contacts and calendar of events. These are distributed among the different committee members, executive managers, business group managers and public relations members.

Formation of the Hierarchal Structure for Organizing Communications

The coordination of the different departments and decision making takes place between the Public relations and other communication disciplines. All the disciplines are used separately or as own for public relations or marketing purpose from a holistic or corporate perspective.

Many organizations have therefore given promotion to their corporate communicators or PR managers to higher positions. These higher positions in the organization's hierarchy enable the Managers to strategically and orderly coordinate the communication strategies. This is further achieved by forming of the structures in a way that the tasks are evenly spread over the departments and the same are properly coordinated and structured into the basic function.

These structures get the horizontal shape which allows companies to immediately respond to the situational crises, establishes control and ensure that regular messages are being sent out through the different communication channels. Here the role of multifunctional teams comes which helps in coordination and integrating the work of different communication disciplines.

Use of the Tools

Organizations also use many tools for documenting their work through their different disciplines and departments. These tools are known as flow charts, process maps, and checklists. These documents develop understanding among different communication practitioners through the process of integration, thereby making the

organization less depended. This would also allow communication practitioners to standardize their process against other companies reducing cycle time.

Forming of Corporate Communications Strategy Guidelines

A final mechanism of integration includes the use of the corporate communications strategy guidelines. These guidelines are designed to regulate the work process, maintain integrity, discipline, and are more design-oriented like the kind of colours to use etc. Many organizations have a style book that has specific design regulations and also core values for corporate identity. Also, workshops can be conducted to familiarize the practitioners with the work practices. Corporate management has brought a deeper perspective for managing the corporate communications strategy.

Many companies have integrated different corporate communications strategy activities in one single department for better management and with a focus on brand positioning and sustaining reputation. They formulated market-driven activities which are based on simple themes and concept that reach the stakeholders, which is done through the support of their inner teams which coordinated and managed.

Check Your Progress – 6.2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Define Campaign Strategy

----

v. Expand SMART

----

vi. What is PR ?

6.8. Let us Sum up

Persuasion is a communicative skill. It has often been described as an art. There are four types of persuasion like – logos, pathos and ethos. There are three types of persuasive communication – Intra personal, Inter Personal, Group and Mass Communication. Feedback us a response from the receiver that informs the sender how the communication is being received in general. There are three types of feedback – Evaluation, Appreciation and Coaching. Campaign plan is to achieve an objective, usually of a large – scale over an extended period of time. A corporate communication strategy framework is a tool for planning communication with your employees, customers, suppliers and investors.

6.9. Unit – End Exercises

1.'Persuasion is an Art '– Justify your answer with suitable examples.
2. Comment on the importance and types of feedback.
3. Briefly explain the communications strategy skills with examples.

6.10. Answer to Check Your Progress

i. Knowledge about the Receiver, Intellectual appeals to arouse the receivers interest, and presentation of one's from the receivers point of view.
ii. Three types of persuasion – logos, ethos and pathos
iii. Advantages – self interest of the people being convinced and effective oral appeal.
iv. At each stage of your campaign, about the problem, solution, stakeholders and targets as well as the tactics, message and tools you will use, will help develop your campaign strategy.
v. SMART - measurable, achievable, relevant, and time-based goals
vi. "Public relations is a strategic communication process that builds mutually beneficial relationships between organizations and their publics." Public relations can also be defined as the practice of managing communication between an organization and its publics.

6.11. Suggested Reading

http://indianresearchjournals.com/pdf/IJSSIR/2014/December/15.pdf
https://www.wisdomjobs.com/e-university/industrial-relations-management-tutorial-357/counselling-in-industry-11706.htm
https://www.google.com/imgres?imgurl=http%3A%2F%2Fwww.rivers-china.com%2Fen%2
https://www.uppb2b.co.uk/insights/strategy/7-simple-steps-campaign-planning/
https://classroom.synonym.com/6-types-persuasion-12004696.html
https://literarydevices.net/persuasion/

UNIT – VII

ADVERTISING AND THE MARKETING COMMUNICATION ENVIRONMENT

Structure

7.1. Introduction
7.2. Objectives
7.3. Definitions of Advertising
7.4. Creating Effective Ads
7.5. Types of Advertising
7.6. Marketing Communication
7.7. Tips of Effective Marketing Communications
7.8. Marketing Communication Mix
7.9. Customer Care
7.10. Strategic Planning and Campaign Management
7.11. Let us Sum up
7.12. Unit – End Exercises
7.13. Answer to Check Your Progress
7.14. Suggested Reading

7.1. Introduction

The following topics are deals with a pack of advertising and the marketing communication. It concentrates on definitions, types, tools and tips for advertising and marketing communication.

7.2. Objectives

- To understand the relationship of advertising and marketing communication
- To learn about the importance of customer

7.3. Definitions of Advertising



Advertising is a marketing tactic involving paying for space to promote a product, service, or cause. The actual promotional messages are called **advertisements**, or ads for short. The goal of **advertising** is to reach people most likely to be willing to pay for a company's products or services and entice them to buy.

The Oxford Dictionary explains advertisement as *public announcement of goods, etc. for sale*. It further says to advertise means *to describe and praise (goods etc.) in public medium to promote sales*. Paid, non-personal, public communication about causes, goods and services, ideas, organizations, people, and places, through means such as direct mail, telephone, print, radio, television, and internet. An integral part of marketing, **advertisements** are public notices designed to inform and motivate.

According to William J. Stanton " *Advertising consists of all the activities in presenting to a group a non-personal, oral or visual, openly sponsored message regarding a product, service or idea.".* The American Marketing Association defines advertising as " *Any paid form of non-personal presentation and promotion .of goods, services or ideas by an identified sponsor".*

Advertising is a marketing communication that employs an openly sponsored, non-personal message to promote or sell a product, service or idea. Sponsors of advertising are typically businesses wishing to promote their products or services.

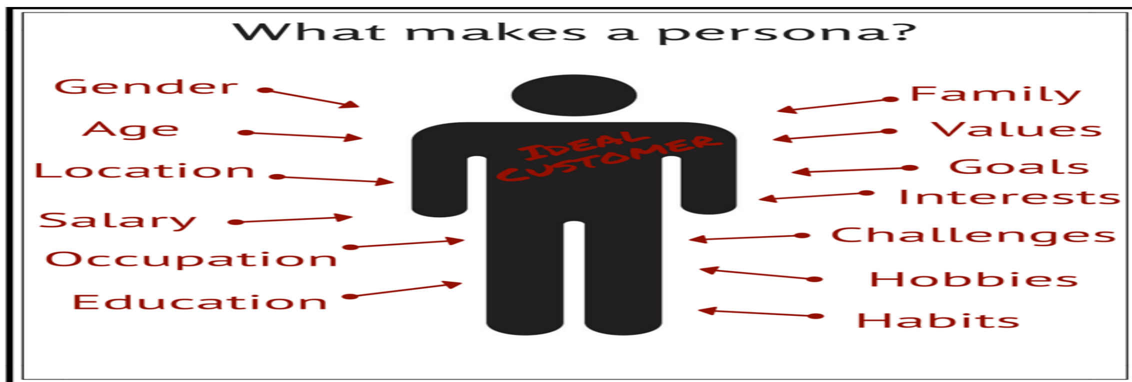
7.3.1. Objectives of Advertising

The various objectives of advertising may be stated as follows:

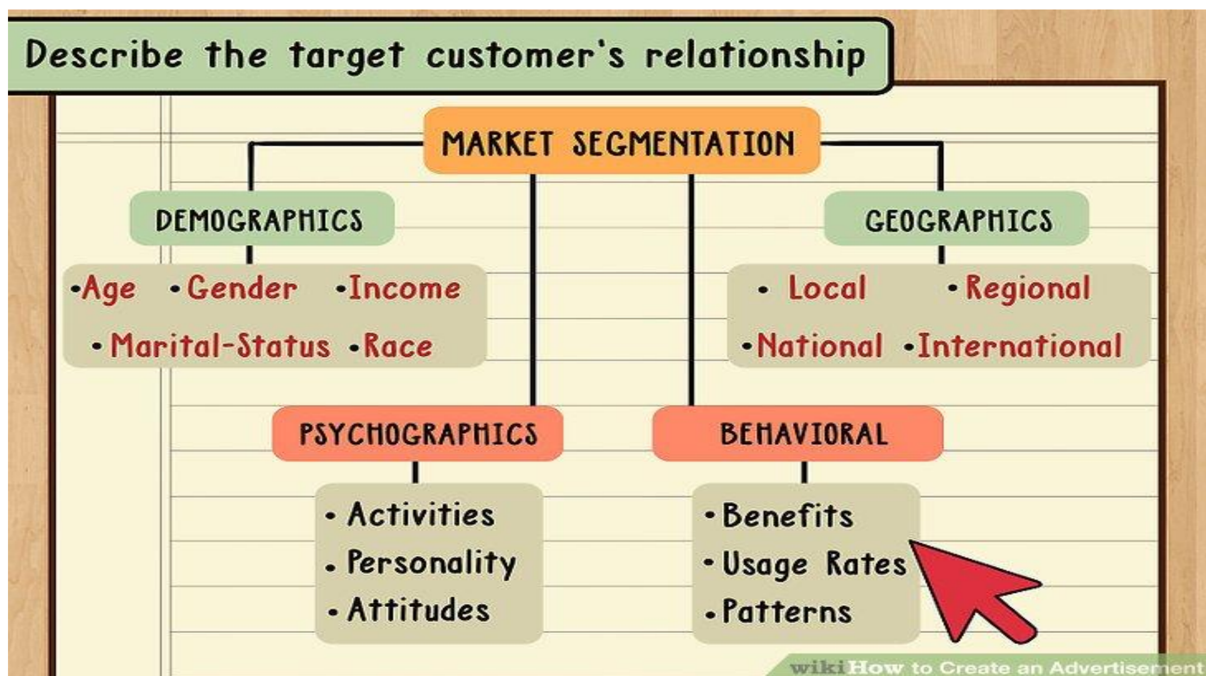
1. To announce the introduction of a new product.
2. To motivate the buyers to buy.
3. To create demand for the product.
4. To achieve an immediate sale.
5. To announce certain concessions to buyers like discount, price cut, gift etc.
6. To popularize the brand name and to secure brand loyalty.

7.3.2. Finding Your Ideal Customer

When trying to zero in on the types of people who are more likely to need or want your goods or services, and be willing to shell out hard-earned cash for it, you might look at demographic characteristics, such as: Gender, Age, Education Level, Income Level and Zip Code.



By more precisely defining who your target customer is, you can better choose advertising vehicles that will reach more of your target customers for less money. Sure, you can buy an expensive ad in the *Wall Street Journal*, for example, but if your best customers live in the western Boston suburbs, you can buy ads in local papers there for far less.





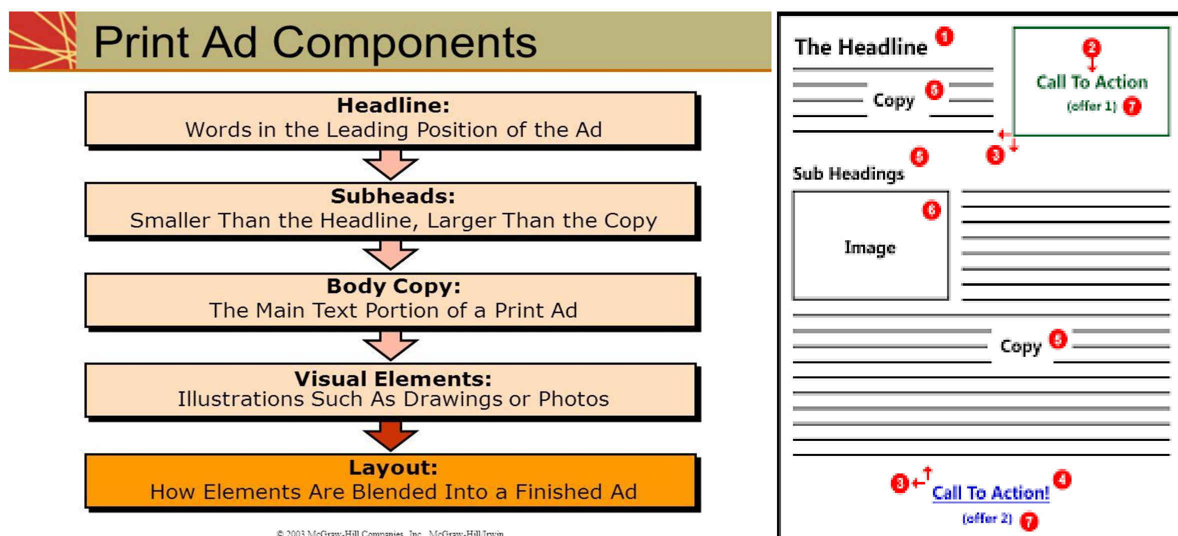
7.3.4. Where to Advertise

Traditional advertising outlets include newspapers, magazines, TV and radio stations. Today, however, advertisements are placed nearly everywhere and anywhere, including:

• Roadside billboards	Sides of buildings
• Websites	Electronic newsletters
• Print newsletters	Inside bills
• Product packaging	Restaurant placemats
• Event bulletins	Store windows
• The sides of cars and trucks	Subway car walls
• Airport kiosks	Sporting arenas
• YouTube videos	

7.4. Creating Effective Ads

Advertising messages themselves are designed to persuade an individual to buy a company's goods or services. Even in business-to-business transactions, individuals have to first be convinced to choose one product over another. To accomplish this, ads have five main components:



1. **Headline** - This is the key attention-getting message. "Got milk?" is a perfect headline. Or Wendy's old, "Where's the beef?"
2. **Subhead** - Some ad headlines need clarification, much like a book's subtitle.
3. **Body copy** - The meat of the advertising message occurs in the main section where the product or service's features and benefits are highlighted.

4. **Image** - Unless you're advertising on the radio, including a product photo, or image illustrating a key benefit is critical.
5. **Call-to-action** - At the end of the ad you want to invite the consumer to take a step towards doing business with you, such as calling a toll-free number, visiting a website, texting a certain number, or pulling into the drive-thru window.

While advertising is the only way to guarantee that your message will be seen or heard, it is expensive by comparison to other marketing methods. For that reason, it is more popular with large corporations and brands than small businesses.

7.5. Types of advertising

A successful advertising campaign will spread the word about your products and services, attract customers and generate sales. Whether you are trying to encourage new customers to buy an existing product or launching a new service, there are many options to choose from.

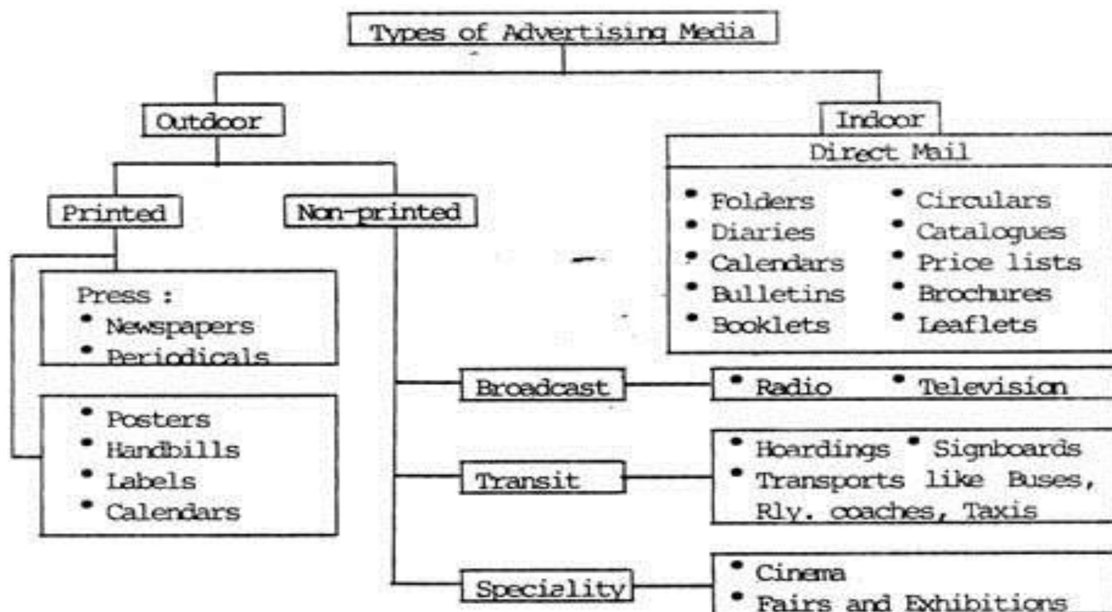


The most suitable advertising option for your business will depend on your target audience and what is the most cost effective way to reach as many of them as possible, as many times as possible. The advertising option chosen should also reflect the right environment for your product or service. For example, if you know that your target market reads a particular magazine, you should advertise in that publication.

The following list is an introduction to advertising tactics that you could use. Remember, you can always be creative in your advertising to get noticed (within advertising regulations).

Newspaper

Newspaper advertising can promote your business to a wide range of customers. Display advertisements are placed throughout the paper, while classified listings are under subject headings in a specific section.



Magazine

Advertising in a specialist magazine can reach your target market quickly and easily. Readers (your potential customers) tend to read magazines at their leisure and keep them for longer, giving your advertisement multiple chances to attract attention. Magazines generally serve consumers (by interest group e.g. women) and trade (industry/business type e.g. hospitality).

If your products need to be displayed in colour then glossy advertisements in a magazine can be ideal - although they are generally more expensive than newspaper advertisements. Magazines do not usually serve a small area such as a specific town. If your target market is only a small percentage of the circulation, then advertising may not be cost-effective.

Radio

Advertising on the radio is a great way to reach your target audience. If your target market listens to a particular station, then regular advertising can attract new customers. However, sound has its limitations. Listeners can find it difficult to remember what they have heard and sometimes the impact of radio advertising is lost. The best way to overcome this is to repeat your message regularly - which increases your costs significantly. If you cannot afford to play your advertisement regularly, you may find that radio advertising does not generate strong results.

Television

Television has an extensive reach and advertising this way is ideal if you cater to a large market in a large area. Television advertisements have the advantage of sight, sound, movement and colour to persuade a customer to buy from you. They are particularly useful if you need to demonstrate how your product or service works. Producing a television advertisement and then buying an advertising slot is generally expensive. Advertising is sold in units (e.g. 20, 30, 60 seconds) and costs vary according to:

- the time slot
- the television program
- whether it is metro or regional
- if you want to buy spots on multiple networks.

Directories

Directories list businesses by name or category (e.g. Yellow Pages phone directories). Customers who refer to directories have often already made up their mind to buy - they just need to decide who to buy from.

The major advantage of online directories over print directories is that if you change your business name, address or telephone number, you can easily keep it up to date in the directory. You can also add new services or information about your business.

Outdoor and transit



There are many ways to advertise outside and on-the-go. Outdoor billboards can be signs by the road or hoardings at sport stadiums. Transit advertising can be posters on buses, taxis and bicycles. Large billboards can get your message across with a big impact. If the same customers pass your billboard every day as they travel to work, you are likely to be the first business they think of when they want to buy a product.

Even the largest of billboards usually contain a limited amount of information; otherwise, they can be difficult to read. Including your website address makes it easy for customers to follow up and find out more about your business. Outdoor advertising can be very expensive especially for prime locations and supersite billboards.

Direct mail, catalogues and leaflets

Direct mail means writing to customers directly. The more precise your mailing list or distribution area, the more of your target market you will reach. A direct mail approach is more personal, as you can select your audience and plan the timing to suit your business. A cost effective form of direct mail is to send your newsletters or flyers electronically to an email database. Find out more about direct mail.

Catalogues, brochures and leaflets can also be distributed to your target area. Including a brochure with your direct mail is a great way to give an interested customer more information about your products and services. Learn more about leaflet marketing using letterbox drops and handouts.

Online

Being on the internet can be a cost-effective way to attract new customers. You can reach a global audience at a low cost. Many customers research businesses online before deciding whom to buy from. A well-designed website can entice customers to buy from you. There are a number of ways you can promote your business online via paid advertising or to improve your search engine rankings. Learn more about doing business online.

Other ways to advertise your business online include promoting your products or services on social media sites, blogs and search engines and other websites that your target audience visits. Find out more about social media.

4 types of advertising techniques according to Michael Ray

Product advertising	Institutional advertising	Pull demand advertising	Push advertising demand
• contains a company's product information	• designed to convey about business information • build goodwill for the company	• addressed to the purchaser to increase the demand for the relevant product	• *advertising techniques* that is aimed at dealers

Details in http://marketingforbeginner.blogspot.com/2011/11/advertising-techniques.html

Check Your Progress – 7.1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. Who is target audience?

----

ii. Define Headline?

----

iii. What is transit advertising?

7.6. Marketing Communication



Marketing communications are those techniques that the company or a business individual uses to convey promotional messages about their products and services. Experts of **marketing communication** design different types of persuasive **communication** and send it to the

target audience. Marketing communications are those techniques that the company or a business individual uses to convey promotional messages about their products and services. Experts of marketing communication design different types of persuasive communication and send it to the target audience.

7.6.1. Marketing Communication Tools

There are different tools used to attract the target audience. However, which tool to use depends on various factors such as geographical location of your target audience, popularity of your products, etc. Following are the important tools popularly used for marketing communications –

- Pamphlets Brochures Emails
- Advertisements Websites Exhibitions
- Sales Promotions and Campaign Personal Selling Press Release

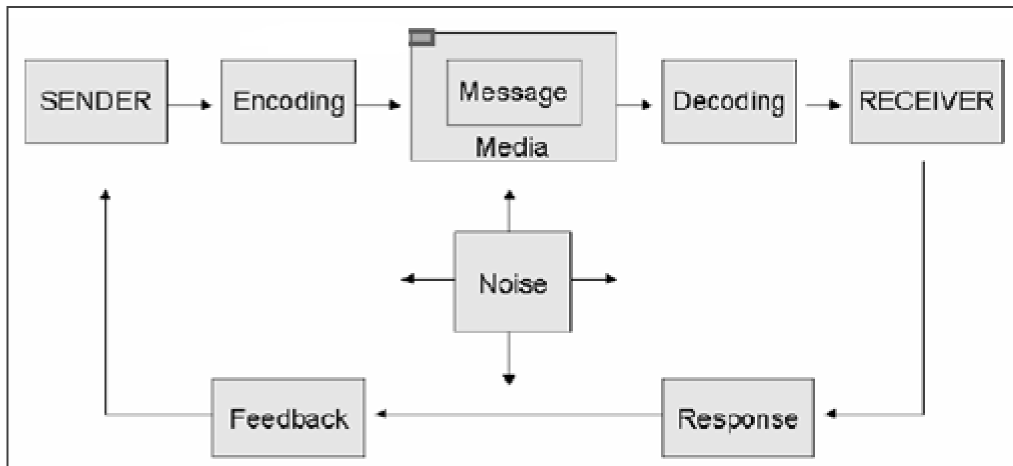


7.6.2. Importance of Marketing Communication

The sole purpose of marketing communications is to increase the volume of sales by persuasive, informative, and positive messages. Marketing communication provides new facts through encouraging messages about products/services. Marketing communications is meant to inform and persuade target audience and reinforce market credibility.

7.6.3. Marketing Communication Process

Communication simply means passing the information from the sender to the receiver. But in practice, this is a complex process that involves many other factors. However, Kotler has given one of the most effective models to define the marketing communication process (see the following diagram



The diagram explains various components – first two components are **'sender'** and **'receiver'**. Second two components are **'message'** and **'media.'** The other features of this model are **'encoding,' 'decoding,' 'response,'** and **'feedback.'** And, the last feature is **'noise.'** Noise is random and other competing messages that more often interfere with the communication.

This model emphasizes on the major key factors that play an important role in effective communication. It is imperative to know the market response and your target audience before you send any message.

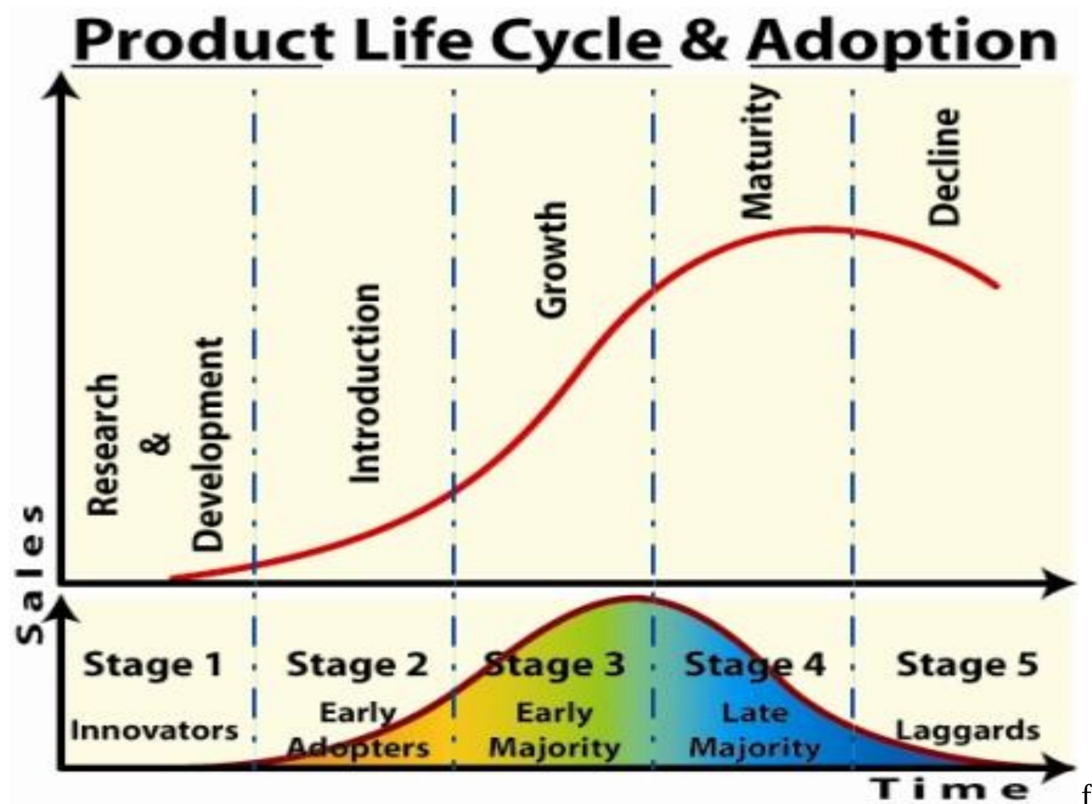
7.6.4. Product Life Cycle Stages

The product life cycle is the process a product goes through from when it is first introduced into the market until it declines or is removed from the market. The life cycle has four stages - introduction, growth, maturity and decline.

While some products may stay in a prolonged maturity state, all products eventually phase out of the market due to several factors including saturation, increased competition, decreased demand and dropping sales.

Additionally, companies use PLC analysis (examining their product's life cycle) to create strategies to sustain their product's longevity or change it to meet with market demand or developing technologies.

The product life cycle has 4 very clearly defined stages, each with its own characteristics that mean different things for business that are trying to manage the life cycle of their particular products.



f

Introduction Stage – This stage of the cycle could be the most expensive for a company launching a new product. The size of the market for the product is small, which means sales are low, although they will be increasing. On the other hand, the cost of things like research and development, consumer testing, and the marketing needed to launch the product can be very high, especially if it's a competitive sector.

Growth Stage – The growth stage is typically characterized by a strong growth in sales and profits, and because the company can start to benefit from economies of scale in production, the profit margins, as well as the overall amount of profit, will increase. This makes it possible for businesses to invest more money in the promotional activity to maximize the potential of this growth stage.

Maturity Stage – During the maturity stage, the product is established and the aim for the manufacturer is now to maintain the market share they have built up. This is probably the most competitive time for most products and businesses need to invest wisely in any marketing they undertake. They also need to consider any product modifications or improvements to the production process which might give them a competitive advantage.

Decline Stage – Eventually, the market for a product will start to shrink, and this is what's known as the decline stage. This shrinkage could be due to the market becoming saturated (i.e. all the customers who will buy the product have already purchased it), or because the consumers are switching to a different type of product. While this decline may be inevitable, it may still be possible for companies to make some profit by switching to less-expensive production methods and cheaper markets.

7.7. Tips of Effective Marketing Communications

Following are the important points that you need to take care of for effective marketing communications −

- **Persuasive Message** − Different customers have different requirements and expectations; therefore, it is very important to customize your persuasive messages accordingly.
- **Design** − Every medium of communication (such as magazine, newspaper, TV, digital media, or brochure) has its own design and requirements. Therefore, you need to plan and design your messages accordingly.
- **Feedback** − Must collect feedback from your audience; it will help you improve your marketingCommunication.



7.8. Marketing Communication Mix

- Generally, marketing communication mix is an integrated term that includes personal selling, direct response marketing, sales promotion, media advertisement, and public relations. These are the tools associated with strategic activities to communicate with the target audience.
- The following table illustrates the common platforms of Marketing Communication mix –



Sales Promotion	Personal Selling	Advertisement	Public Relations
Programs	Sales meetings	Print media	Speech
Game, Contest, Lotteries, Coupons etc	Sales Presentations	Electronic media, Motion pictures	Press Release, Seminars
Gifts, Sampling	Incentive programs	Brochures, Booklets, Magazines, etc.	Charitable donations, Lobbying
Exhibition, Trade shows, Offers	Exhibition, Trade shows, Offers	Billboards, Displays, etc.	Sponsorships
Low interest financing	Brochure, mailing, etc.	Logos, Symbols,etc.	Publications, Company magazine, etc.
Rebates	Digital shopping	Audio & Video materials	Community Relations
Entertainment	TV shopping	Point-of purchase display	Events

7.9. Customer Care



Communication is the key to providing good **customer service**. Most people think of **communication** as the ability to speak clearly and to be understood. However, other elements of **communication**, including the ability to listen and the ability to empathize, are equally if not more important in **customer service**

Customer care is the process of looking after **customers** to best ensure their satisfaction and delightful interaction with a business and its brand, goods and **services**. ... Task Us embraces the **customer care** philosophy because it takes a personal approach to a **customer's** journey with a brand.

7.9.1. Four Simple Ways to Communicate Better With Your Customers

1. Nail the first impression. ...
2. Keep hold times to a minimum. ...
3. 3. Make customer service calls a priority. ...
4. Speak to your customers like real people.

Customer service is often at the heart of a business which aims to provide an exceptional service that leaves the customer feeling valued and respected. Although providing an excellent service can involve extra resource, time and money, when you get it right it will enable you to stand out from your competition, maintain a positive reputation among future customers and encourage existing customers to purchase from your business again. Remember, it is six times more expensive to acquire a new customer than to retain an existing customer!

Customer service is important because it can help you to:

- Increase customer loyalty
- Increase the amount of money each customer spends with your business
- Increase how often a customer buys from you
- Generate positive word-of-mouth about your business

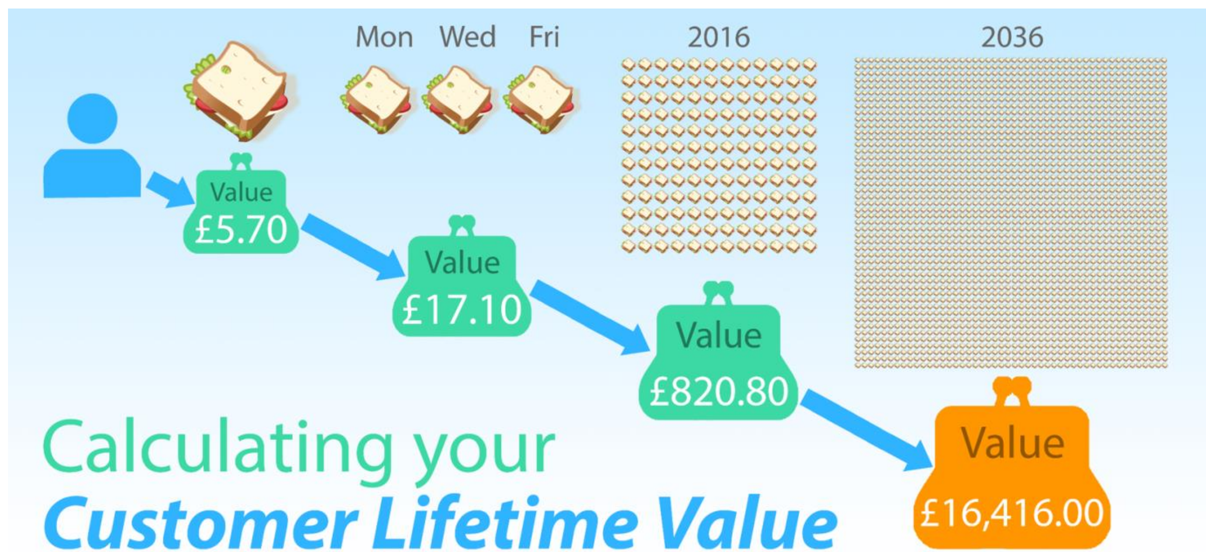
There are many more reasons why customer service is important and many ways you can ensure you are delivering the service which creates the perfect experience for your customers.

Strategies can include:

- Understanding your customers' needs and wants
- Treating your customers respectfully
- Acting on promises made to your customer
- Handling complaints and returns gracefully
- Exceeding customer expectations
- Going out of your way to help your customer.

All of the above approaches will contribute towards the customer feeling valued which over time can maximise their customer lifetime value with your business.

Let's take the example of a sandwich shop chain whose average transaction value is £5.70. If a customer visits the



shop 3 times a week, 48 weeks of a year; in 20 years they have spent the equivalent cost of a brand new car! If that customer walks out, never to return again because of a poor customer service experience, it is naive to think they have lost just £5.70 when in reality that loss can be many thousands of pounds.

Performance in people (pip) works with a wide variety of world-class organisations to measure and improve customer service through the use of various mystery shopping techniques, customer surveys and training.

7.10. Strategic Planning and Campaign Management

Every good marketing campaign is rooted in a strong strategic foundation. Strategic planning helps us determine who our audiences are, what kinds of messages they'll interact with and where we should put our marketing dollars to get the best return on investment. Three different types of strategic planning that help your business overcome challenges and achieve its goals. These three areas are business strategy, marketing strategy and communications strategy.

7.10.1. Three Types of Strategic Planning That Grow your Business

Every client and business situation is different, making it useful to take a look at each of these types of strategic planning for an understanding of which is the best option to help solve your company's challenges.

Business Strategy

Companies that seek a business strategy are looking for help defining a profitable business model. Common starting points for business strategies include defining the company vision and the company goals. A business strategy also covers the question on many people's minds: How do we grow our business when we've hit a plateau?

Classic model to evaluate four options that grow businesses:

1. Market Penetration
    - Increasing market share by gaining more buyers
    - Increasing product usage by getting current customers to buy more products
2. Product Development
    - Creating new products for an existing market by improving an existing product
    - Extending a product line
3. Market Development
    - Taking existing products into new markets by expanding geographically or targeting new audience segments

4. Diversification Strategies

- Creating a completely new product targeted at a new audience

If your company has hit a plateau with sales, it may be time to re-evaluate your business strategy. The first step in this process is meeting with a strategic expert to help you identify areas of growth for your business.

Marketing strategy

Marketing strategies are useful for motivating customers to choose your brand. This starts by gaining a thorough understanding of your brand positioning and why current customers are loyal to your company, products or services over competitive alternatives.

Gaining focus of your company's positioning starts with an understanding of three key positioning pillars:

1. **Brand Foundation**: A thorough understanding of your brand, including emotional and rational reasons why customers choose your brand over another.

2. **Target Customers** : Your current and potential customers, including profiles and personas summarizing the process behind your customers' purchase decisions.

3. **Competitive Landscape**: Your closest competitors clarify what sets you apart in the market. In other words, why your target would or should choose you over competitive alternatives.

When taking the marketing strategy approach, we evaluate whether your brand position meets three criteria: is it unique, compelling and believable? If your position passes this test, then your customers will easily understand what sets you apart from competitors. If a brand position does not pass this test, then we need to uncover the essence of your brand to discover a position that will resonate with your customers.

Communications Strategy

The communications strategy brings your brand position to life with meaningful messages that reach your target audience where they're the most active. Your strategic marketing

expert can help you decide which tools in the communications strategy toolbox will earn the best results.

Communications strategies combine three elements: a creative strategy brief, a campaign idea and an engagement plan that is sure to reach your audience. The one-page strategy brief guides all written and creative materials, and is designed in a way so anyone creating a communication or creative piece can easily understand your brand's positioning and guidelines for messaging in just one page.

7.10.2. Measuring Results from Strategic Planning

Strategy is considered a foundational activity for marketing campaigns. It is difficult to measure the return on investment (ROI) of strategic planning and research because in many cases the ROI is attributed to the tactical elements that are developed from the strategic foundation. An experienced strategic professional always tries to make every activity as measureable as possible. We start our strategic planning by setting a goal that defines what we intend to achieve from this process. Then we can attribute statistics such as pre- and post-awareness tracking on campaigns, sales results and digital analytics (eg. click-throughs) to the product or service we are promoting.

Check Your Progress – 7.2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Define sales promotion.

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v. Who is customer?

----

vi. What is marketing Mix?

7.11. Let us Sum up

Advertising is how a company encourages people to buy their products, services or ideas. ... An advertisement (or "ad" for short) is anything that draws good attention towards these things. It is usually designed by an advertising agency for an identified sponsor, and performed through a variety of media.

Marketing is the process of interesting potential customers and clients in your products and/or services. The key word in this marketing definition is "process"; marketing involves researching, promoting, selling, and distributing your products or services. marketing strategy, there is a "Seven P Formula" you should use to continually evaluate and re-evaluate your business activities. These seven are: product, price, promotion, place, packaging, positioning and people.

Marketing campaigns promote products through different types of media, such as television, radio, print, and online platforms. Campaigns are not solely reliant on advertising and can include demonstrations, video conferencing, and other interactive techniques.

7.12. Unit – End Exercises

1. Discuss the role, functions and types of advertising.
2. What is marketing communications?
3. Why is marketing communications important?
4. Define marketing communications process.
5. What do you understand by an effective marketing communications?
6. Comment on strategic planning and campaign management.

7.13. Answer to Check Your Progress

i. Target audience: This group includes attributes, such as age, income, education, gender or geographic location. Using demographic data you can target your campaign for example at young people (eg. age 18-24), both female and male

ii. The headline or heading is the text indicating the nature of the article below it. The large type front page headline did not come into use until the late 19th century when increased competition between newspapers led to the use of attention-getting headlines

iii. Transit advertising is advertising placed in or on modes of public transportation or in public transportation areas. Using this method of advertising, ads can be placed anywhere from on the sides of buses, trains and taxis, to inside subway cars, inside bus stations and near train or bus platforms.

iv. Sales promotion is the process of persuading a potential customer to buy the product.

v. A customer is an individual or business that purchases another company's goods or services. Customers are important because they drive revenues; without them, businesses have nothing to offer.

vi. The four Ps of Marketing (Product, Price, Place & Promotion) are also known as the 'Product Mix'. The product mix is a crucial tool in determining a product's offering to the customer.

7.14. Suggested Reading

https://accountlearning.com/advertising-meaning-definition-objectives-kinds/
https://www.theclassroom.com/types-persuasive-communication-8649047.html
http://articles-junction.blogspot.com/2013/07/define-persuasion-importance-of.html
https://www.managementstudyguide.com/feedback_communication.html
http://www.yourarticlelibrary.com/business-communication/feedback
https://corporatecommunicationexperts.com.au/three-types-of-feedback/
https://www.business.qld.gov.au/running-business/marketing-sales/marketing-promotion/advertising/types
https://www.performanceinpeople.co.uk/blog/why-is-customer-service-important/
https://www.shopify.com/encyclopedia/advertising
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https://www.risdall.com/our-thoughts/strategy-101-an-overview-of-strategic-planning-for-marketing-campaigns/

https://www.smartinsights.com/marketing-planning/marketing-models/three-strategic-planning-tools-shape-multichannel-marketing-strategy/

UNIT – VIII

COMMUNICATION STRATEGY

Structure

8.1. Introduction
8.2. Objectives
8.3. Brief Intro of Communication Strategy
8.4. Elements of Communication strategy
8.5. Types of Communication Strategy
8.6. Roger Communications Marketing Mix (4Ps) Strategy
8.7. Marketing Strategy : 4P & 4C
8.8. Let us Sum up
8.9. Unit – End Exercises
8.10. Answer to Check Your Progress
8.11. Suggested Reading

8.1. Introduction

This unit deals with communication strategy and 4 P's of Communication. A communication strategy is a single, coherent narrative that describes a communications solution to a problem or bundle of problems.

8.2. Objectives

- To understand the communication strategy
- Apply communication strategy best principles to develop their own strategy
- Identify roles and responsibilities for implementing their communication strategy

8.3. Brief Intro of Communication Strategy



Communication strategy is a plan to achieve communication objectives. This may apply to internal communications, marketing communications and public relations. A communication strategy has four major components: communication goals, target audience, communication plan and channels.

Communication Goals: Communication goals are the desired end - results of a program of communication. These are typically documented as the first step in developing a

communication strategy. Communication goals are designed to be measurable but aren't time bound as the schedule for achieving goals is found in the communication plan. Goals need not indicate how they will be achieved but you can include a notes field if you want to capture early ideas.

Target Audience: A Target Audience is anyone you seek to communicate with as part of your strategy. For internal communications, this is usually the stakeholders of a project or function. For marketing communications, a target audience may include customers, media representatives and a target market.

Communication Plan: A communication plan is an outline of how a communication strategy will be achieved including a schedule and responsibilities.

8.3.1. What is communication strategy?

Communication strategy is the critical piece bridging the situation analysis and the implementation of a social and behavior change communication (SBCC) program. It is a written plan that details how an SBCC program will reach its vision, given the current situation. Effective communication strategies use a systematic process and behavioral theory to design and implement communication activities that encourage sustainable social and behavior change.

Most communication strategies include the following elements:

- Brief summary of the situation analysis
- Audience segmentation
- Program theory to inform strategy development
- Communication objectives
- Approaches for achieving objectives
- Positioning for the desired change
- Benefits and messages to encourage desired change
- Communication channels to disseminate messages
- Implementation plan
- Monitoring and evaluation plan
- Budgets

Many of the elements of the communication strategy have their own How-to Guide in this collection and should be reviewed during the development of the communication strategy.

8.3.2. Why develop a communication strategy?

A communication strategy guides an entire program or intervention. It sets the tone and direction so that all communication activities, products and materials work in harmony to achieve the desired change. Strategic activities and materials are more likely to promote change. A communication strategy also enables stakeholders and partners to provide input and agree upon the best way forward so that actions are unified. With an agreed-upon communication strategy, staff and partners have a map they can refer to through the various program development stages.

8.3.3. Who should develop a communication strategy?

The program team, including program managers and communication specialists, should work closely with relevant stakeholders and partners to develop the communication strategy. Participation of individuals and groups directly affected by the problem is critical. Their active involvement from the start can help increase program impact and lead to long-term sustainability. The number of people involved in developing a communication strategy will depend on the *purpose* of the strategy (for example, a marketing strategy for a single product might require fewer people while a comprehensive national strategy for increasing demand would involve more people) and the *format* used for developing it (for example, a participatory workshop would involve more people while a core working group consulting with stakeholders would involve fewer people).

8.3.4. When should a communication strategy be developed?

The communication strategy should be developed after the analyses (situation, audience and program) have been conducted. The strategy should be final before creating materials or activities and implementing the program.

8.3.5. Steps for Communication Strategy

Step 1: Determine Method for Engaging Stakeholders and Partners

There are several ways to engage stakeholders and partners in developing a communication strategy. This step is important not only to have valuable, wider input, but also to ensure that

stakeholders and partners feel consulted and have ownership of the strategy. One of the most common methods is to hold a participatory stakeholder workshop where program staff and stakeholders jointly develop each piece of the strategy. The methods include conducting stakeholder interviews, establishing core working groups that consult with stakeholders after key pieces are developed, or engaging stakeholders to review and approve the strategy post-development.

Step 2: Write a Brief Summary of Analyses

For a communication strategy to be effective, the team needs to have a firm understanding of all of the factors that may have an impact on communication efforts. Review the situation, audience and program analyses the team conducted and write a brief summary of their findings. Include information on:

- Nature and extent of the problem (extent and severity, desired behaviors)
- Potential audiences (characteristics, barriers and facilitators to change)
- Available resources (financial, human capital,)
- Communication environment (availability and use of communication channels, what other organizations are doing)
- Areas for programmatic improvement (if program already exists) or focus (if program is just beginning)

Step 3: Select a Theory

SBCC programs are more effective when they are based on social and behavioral science theories. A program theory provides a map for looking at the problem, designing interventions and evaluating program success. Based on results from the analyses, select a theory that will guide the strategy development.

There are many theories used in social and behavior change. Review the theories included in the Resources section to gain an in-depth understanding of the common theories. Then, consider the type of change the program is promoting. Is it more individual or social/structural in nature? Narrow the list of possible theories by the type of change the program will promote. The figure below shows where four commonly used behavior and social change theories fall on the individual to structural continuum.

Theory	Emphasis	Type of change needed
Reasoned Action (Planned Behavior)	Cognition, rational decision-making	More Individual
Extended Parallel Processing (Fear Management)	Interaction between cognition & emotion	↕
Observational learning (Social learning)	Social comparison & social influence	
Diffusion of Innovations	Social structure; social networks	More Social & Structural

Step 4: Select Audiences

While the situation and audience analyses identified potential audiences for the program, it is during the development of the communication strategy that final decisions are made as to the priority and influencing audiences. Review the situation and audience analyses, paying particular attention to the audience characteristics and barriers to change described in the summary. Next, segment those potential audiences into groups with similar needs, preferences and characteristics.

From these segments, determine the priority audience. To select the priority audience, it can be helpful to ask the questions in the table below. Generally, the group with the highest rank is the best choice for a primary audience. Next, identify the influencing audiences. To select influencing audiences, ask which audiences strongly influence the priority audience, both directly and indirectly. Once the strategy team has decided on a priority audience and its influencing audiences, develop audience profiles for each. The profiles should bring the selected audiences to life by telling the story of an imagined individual from the audience. Include information on the audience's behaviors, motivations, emotions, values, attitudes, occupation, age, religion, sex and where they live.

Step 5: Develop Communication Objectives

Communication objectives clearly and concisely state the intended impact of communication efforts. They answer the question, "What can communication do to help reach the vision given the key constraint?" Communication objectives should focus on addressing the key constraint, or biggest communication challenges, the team identified



Review the vision or overall objective set for the campaign (for example, an increase in family planning (FP) uptake) to be sure communication objectives contribute to that vision. Then, based on the key constraint for each audience segment, determine *what needs to change*. The program may need to change behaviors, skills, knowledge, policies, norms or attitudes. Another way to look at it is to ask, “What do we want our audience to know/feel/do in response to the campaign?” It can be helpful to look at ideational factors to determine what needs to change such as those identify in the graphic below: In the communication objectives worksheet, fill in each audience segment, their key constraints and the desired change.

Objective Component	Explanation	Example
Audience segment	*Who* needs to make the change?	Married women, currently not using FP, have one child, desire to have more children later.
Key constraint	*What* is the biggest thing keeping the audience form making the change?	These women believe that nobody else uses FP and worry about what the community would think if they used FP.
Desired change	*What* does the audience need to change/do?	Believe that others in the community use and approve of FP.
How much	*How much* change does	Increase the percentage of audience

Objective Component	Explanation	Example
change	the program expect to see?	members who believe that other community members practice and approve of FP from 10 percent to 35 percent.
Time	*What* is the time frame for the change?	February 2016-December 2016

Next, determine *how much change* the program expects to see. This should be a numerical or percentage change. Review research to find the current level or status of behaviors. State the current and desired level, for example, "an increase from 50 percent to 80 percent." Add this to the "how much change" column of the worksheet.

Last, set the time frame for the expected change. This could be months or years. State the beginning and end dates. Add this information to the "time" column of the worksheet.

Step 6: Select Strategic Approaches

Decide *how* the program will accomplish its communication objectives by selecting strategic approaches. Typically, several approaches will be used, either in a phased manner or at the same time. Examples of approaches include (see the Field Guide and Implementation Kit for an in-depth look at these approaches):

Advocacy	Branding focus	Centrepiece	Community-based media	Community mobilization
Counselling	Distance learning	Geographic focus	Influencers	Interpersonal communication

Mass media	Mid media	New media	Product-oriented	Service-oriented

Review the summary for information about audience needs/preferences and the communication environment. Make a list of approaches that would reach audiences and accomplish communication objectives. Consider the following when selecting approaches:

- Complexity, sensitivity and magnitude of the problem being addressed
- Effectiveness of the suggested approach for the problem being addressed
- Literacy levels among audiences
- Desired reach
- Cost of approach
- Age, media and digital access, and other relevant audience characteristics
- Theories selected

Use the Strategic Approaches template to list potential approaches, their advantages and disadvantages, resources available and any other comments. Then, rank the approaches based on that information. Select the top approaches, considering what mix of approaches will reach a large proportion of the audiences effectively and efficiently.

Step 7: Decide on Positioning

Decide how the program will position the desired changes (as outlined in the objectives) so that they stand out. Positioning determines how the audience perceives the changes they are being asked to make by presenting a clear benefit and an attractive image of the change.

Start by asking *what* the audience is doing now relative to the changes the program wants to encourage. For example, instead of using modern contraceptives, is the audience using traditional FP or not practicing it at all? Knowing what the audience is doing helps identify the competition for the behaviors, services or products the program wants to promote. Then ask *why*? For example, why is the audience using withdrawal method instead of modern contraceptives?

Step 8: Identify Key Benefits and Support Points

Identify several benefits the audience will receive from making the change the program is promoting. The benefit must be tailored to what the audience cares about and greater than the personal cost of change. It helps to imagine the audience saying, “How will this help *me*?”

Create a benefit statement using the following format: "if you [*adopt x behavior, buy x product or use x service*]…then you will [*benefit in this way*]…" It is best to develop at least three alternative benefits and pretest them with the audience to see which benefit resonates most with them. After pretesting, select the best benefit – this is the promise the program makes to the audience.

Example benefit statement for urban girls ages 15-19: *If you* use modern FP methods, *then you will* be able to complete your education as you planned.

Develop support points – or reasons why the audience should believe the promise the program is making. These can be in the form of *facts*, *testimonials*, *celebrity or opinion leader endorsements*, *comparisons* or *guarantees*. The kind of support point used will depend on what will appeal and be credible to the audience.

Example support points:

- Testimonial: A testimonial from a young woman who used modern FP methods and had the money and time to complete her degree.
- Facts: Young women using modern FP methods are three times more likely to hold a college degree.

Step 9: Draft Key Message Points

For each audience, outline the core information – key message points – that should be conveyed in all messages and activities, by all partners implementing the strategy. These key message points will be delivered in different ways depending on the approach. Keep in mind, key message points are *not* the same as the final creative messages delivered via the various approaches and channels. They are the main ideas that should be included in the final creative messages.

Step 10: Select Channels

Decide which communication channels will best reach the audience. It is effective to use a variety of channels, keeping in mind that there is no one perfect channel. There are four broad categories of channels:

1. Interpersonal
2. Community-based
3. Mass media
4. Digital and social media

Many communication strategies identify a lead channel and supporting channels. Select a mix of channels that makes sense for the strategy, taking into consideration:

- Strengths and limitations of each channel
- Planned approaches
- Audience habits and channel preferences
- Communication environment
- Program and communication objectives
- Fit between messages and channels
- Available resources

Typically, a communication strategy identifies the mix of channels that will be used, but does not go into great detail about how and when each channel will be used. A channel mix plan with more details can be developed later.

Step 11: Outline Activities

With the approaches and channels selected, the team can outline activities that will lead to achieving the objectives. Activities should be specific and related to each channel. Some examples may include: developing a counselling guide, producing a radio serial drama, conducting community folk dramas, developing an app, designing a web site or holding community discussion groups.

For example, if the team chose to use a centrepiece approach with entertainment education as the core focus, they may have the following channels and activities:

CHANNEL	ACTIVITIES
TV (lead channel)	Develop TV serial drama Produce and air TV spots supporting drama
Community drama (support channel)	Train folk drama troupes Conduct community folk dramas
Community mobilization (support channel)	Develop community discussion guides Hold community viewing groups Advocate for support from community leaders
Print (support channel)	Produce print materials for community discussions Develop bus hoardings

Step 12: Develop an Implementation Plan

The implementation plan details the *who*, *what*, *when* and *how much* of the communication strategy. It covers partner roles and responsibilities, activities, timeline and budget considerations. To determine roles and responsibilities, first consider what competencies and skills are necessary to achieving the objectives and approaches outlined in the strategy (for example, community mobilization, materials design or training). Then, ask which partners and staff have those competencies and determine who will be responsible for each area.

Competency	Skills	Who has the skills?
Research	Develop indicators, evaluation	Private company X, Lead organization
Creative design	Radio spots, print materials	Private company Y, partner X
Training	Facilitation, Counselling	Lead organization (in house)

Next, review the activities planned and compare them to partner and staff competencies. Assign responsibility for each activity. Then, establish a timeline for the activities, including key phases and links with other activities that fall outside the strategy. Fill out the Roles and Responsibilities template.

Step 13: Draft a Budget

Look at the broad categories or competencies for the strategy. Brainstorm possible costs for each category. For example, for Research, some possible costs might include salary to develop instruments, printing costs for questionnaires, and training for data collection, travel allowances or salary for data analysis.

Estimate the amount of funding needed for each main category and create a draft budget using the Budget template. The budget created for the strategy must be flexible as needs and activities change. Be sure to determine what resources partners will contribute.

Step 14: Develop a Monitoring and Evaluation Plan

It is important to develop a monitoring and evaluation plan before the program begins. During the development of the strategy, create a draft plan that includes communication indicators, methods for monitoring and evaluation, and tools that will be used to track progress and evaluate effects. A smaller taskforce can detail and finalize the plan after all

partners agree on the draft. Refer to the monitoring and evaluation plan guide for detailed instructions on developing a plan

8.4. Elements of Communication strategy

The Basic **Elements** of **Strategic Communication**: Audience, Messages, Channels, Speakers and Time. The first and the most important one is the target audience. Then there are **content** (or a **message**), a **speaker** who delivers the message, and a **channel** that you use to convey the content. Some experts also point to another element, which is very important in our day, and that is **time**.



Thus, these elements answer the following questions: Who are we talking to? What do we want to say to them? Who should say it? How should we say it? And when?

Successful communication strategy has five elements:

Strategy and strategic are two of the most overused words in business today. Everything from hiring to purchasing to logistics is "strategic," and as a consequence, the term has lost some of its impact. In relation to business communications, however, strategy has a very specific meaning. A business communication is strategic when it takes into account the following key elements:

+Target audience(s)	+Context	+Intended outcomes
+Key messages	+Appropriate medium	+ Preferred messenger(s)

Let's look at each of these elements in detail.

Audience

A strategic communication is directed at a specific audience or set of audiences, within which there is typically a primary audience, a secondary audience and so on. These audiences likely have different experiences with and expectations of you. They have different levels of knowledge on the subject at hand along with different priorities and concerns. Finally, they may have different degrees of trust in you and your organization.

Context

Having clarified the audiences for your communication, define the context in which this communication will occur. Recognize key events and relationships (past, present, and future) that are significant to each of the audiences you will address. This context defines your audiences' world, recent experiences and reasonable expectations for the future.

Outcomes

Every business communication has a set of specific purposes to achieve, whether it's information transfer, instruction, persuasion, or transformation (or some combination of these). One technique for defining outcomes is to consider "Head, Heart, and Hands"; that is, what do people need to know, believe, and do as a result of your communication? What is your call to action?

Once you've defined your purpose, construct messages that will resonate with your specific audience in the current context. One approach is to create a message pyramid, with a "headline message," followed by several "reasons why," supported by a series of proof points. This pyramid structure moves from the highest-level summary statement of your message to the most specific pieces of evidence that your audience will consider relevant to their situation, concerns and interests.

Media

The messages you communicate usually determine the most effective media to employ. Your choices range from intimate, personal contact to impersonal mass email, from team conference calls to all-hands town meetings. Audiences respond differently to these choices of media, especially considering the context of the communication and the outcomes you are trying to achieve. As before, you need to see the world through your audiences' eyes, and envision the media which will communicate your messages most effectively to each audience segment.

Messenger(s)

While you are the primary messenger for most of your business communications, you still must consider whether you will be the most effective messenger. The primary consideration in choosing a messenger is "Ethos," the credibility of the messenger with the audience. Factors that affect Ethos include:

- Status and power. Many audiences have confidence in people with "big titles" (the CEO) or a clear position of influence in the organization.
- Expertise. Other audiences prefer a messenger with demonstrated knowledge and experience in the subject area.

- Relationship. A strong prior relationship with the audience can enhance a messenger's credibility.

Measurement

For critical communications, you will also need to consider how you will measure your effectiveness: have you achieved the outcomes (knowledge, beliefs, action) that you defined as your strategic purpose? As Winston Churchill once remarked, "However beautiful the strategy, you should occasionally look at the results."

How do you document the various elements of this communications strategy? One approach is to complete a planning template which captures and displays this information on a single page. Once you complete the template, you'll have an opportunity to review and refine each component in your strategy before creating and delivering your communication.

Please note that your final strategy document is less important than the process you've gone through to create it. Dwight Eisenhower may have overstated the case when he stated, "Plans are nothing. Planning is everything," but he did underscore the crucial role of thoughtful planning in creating an actionable strategy.

By utilizing these elements, you can create a successful communication strategy for your organization.

8.5. Types of Communication Strategies

Communication strategies can be verbal, nonverbal, or visual. Integrating all the strategies together will allow you to see the most success. This allows a business to meet employee needs and increase workplace knowledge.

Verbal communication strategies can be broken down into the two categories of written and oral communication. Written strategies consist of avenues such as e-mail, text, and chat. Examples that fall into the oral category are phone calls, video chats, and face-to-face conversation.



Nonverbal communication strategies consist of mostly visual cues, such as body language, facial expressions, physical distance between communicators, or the tone of your voice. These cues are typically not intended. However, it is important to realize the message you are

sending. Otherwise, you may be saying one thing, yet the receiver is hearing another.

Visual communication strategies can be seen through signs, webpages, and illustrations. These strategies are used in the workplace to draw attention and provide documentation. Human resources is required to post certain visuals throughout the workplace to comply with safety laws.

COMMUNICATIONS STRATEGY

The 4 Types Of Objectives In A Communications Strategy



Check Your Progress – 8.1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Who is Target audience?

v. Mention the elements of strategy

vi. Define visual.

8.6. Roger Communications Marketing Mix (4Ps) Strategy

Marketing Mix of Roger Communications analyses the brand/company which covers 4Ps (Product, Price, Place, Promotion) and explains the Roger Communications marketing

strategy. The article elaborates the pricing, advertising & distribution strategies used by the company. Let us start the Roger Communications Marketing Mix:

Product:

The product strategy and mix in Roger Communications marketing strategy can be explained as follows:

Roger Communications is one of the leading telecommunication and media organisation based out of Canada. The organization operates in mobile and landline telephony, broadcasting, internet services, cable TV, digital television, etc. It is heavily dependent on Canadian market for its operations and profits. Wireless is the most viable business of Roger Communication, with a contribution percentage of 57 % and profit percentage of 63%. It has a strong track record to innovate and develop new products. With its strong marketing mix product portfolio and high customer satisfaction, it is set to break some records.

Price:

Below is the pricing strategy in Roger Communications marketing strategy:

Roger Communications service prices are at par with the top-line media and communication firms, slightly higher than the average ones. This is obvious, because quality, customer handling and delivery time as taken care of under all circumstances. If it lowers it prices, there is a chance that decrease in prices might hamper the reputation or positioning of the company. This is because people can attribute decrease in prices with deterioration of quality.

Place:

Following is the distribution strategy of Roger Communications:

Roger Communications also provides services like voice and data communication, televised shopping, trade publications, radio broadcasting, etc. It positions itself as a big-shot media service provider and publishing firm. With a strong distribution network and dealer community, it has developed that rapport with them that they are willing to learn about the art of selling and the benefits of word of mouth marketing.

Promotion:

The promotional and advertising strategy in the Roger Communications marketing strategy is as follows:

Roger Communications uses a decent amount on online and offline promotions and advertising tactics showcasing the quality and points of differences as compared with its

contemporaries. In its marketing communication, it highlights premium services and efficient delivery. Its LinkedIn account more or less highlights the culture of the Roger Communications, its employees and news about the industry. All of this is to inform, persuade and involve the viewers about the company.

Since this is a service marketing brand, here are the other three Ps to make it the 7Ps marketing mix of Roger Communications.

People:

With around 30,000 employees, Roger Communications targets small, medium and large scale businesses for its offerings. Also, it targets individual users for purchasing its products/services. It can increase the employee base to expand to the untapped markets.

Process:

Roger Communications sells its products and services online and offline. The website caters to all the details regarding the company, the offerings and customer support. Being a media and communications firm, it utilizes its skills and expertise to develop a strong and influential distributive channel across its targeted territories.

Physical Evidence:

Roger Communications' main physical evidence are its stores, modems, sim etc. The services it claims to serve are the soul of its business. So, customer feedback and satisfaction is essential. Services are intangible in nature, but overtime it is the customer experience that has taken a front foot. This is because people and businesses demand better treatment in terms of ecosystem. Hence this concludes the marketing mix of Rogers communication.

8.7. Marketing strategy : 4 P's and 4 C's



As marketers, we're all taught about the four pillars of marketing strategy. The 4 P's- Product, Price, Place, and Promotion are ingrained in our memory from day one of our education in the marketing world. However, these four categories align with four other, more realistic pillars of marketing: the 4 C's.

What are the 4 C's?

The 4 C's of marketing, which consist of Consumer wants and needs, Cost, Convenience, and Communication, are arguably much more valuable to the marketing mix than the 4 P's. They focus not only on marketing and selling a product but also on communication with the target audience from the beginning of the process to the very end.

The 4 P's focus on a seller-oriented marketing strategy, which can be extremely effective for sales. However, the 4 C's offer a more consumer-based perspective on the marketing strategy.

To further explain the importance of the 4 C's, I'll break them down piece by piece for you.

1.Customer Wants and Needs

The first C in this marketing mix is the customer's wants and needs. Instead of focusing on the product itself, the first C focuses on filling a void in the customer's life. This marketing strategy is important for businesses that are interested in seeking an understanding of their customers. Once you understand your customer, it becomes much easier to create a product that will be of benefit to them. The customer makes the purchase decision and is, therefore, the most valuable resource in any marketing strategy.

2. Cost

The Second C in this marketing mix is cost. Don't confuse the cost of your product with its price. Price is only a small segment of the overall cost of buying a product to a customer. It is important to determine of overall cost – not price – of your product to the customer. Cost not only includes price of the item, but also may include things such as the time it takes for the customer to get to your location in order to buy your product, or the cost of gas that it takes to get them there. Cost can also include the product's benefit, or lack-there-of, to the customer.

3. Convenience

The Third C within this marketing mix is convenience. Convenience is similar to “place” in the 4P’s marketing strategy. However, these two are very different. Place simply refers to where the product will be sold. Convenience is a much more customer-oriented approach to this marketing strategy.

Once you have analyzed your customer’s habits, you should be able to know whether they shop online or in stores as well as what they are willing to do to buy your product. The overall cost of the product will determine in part its convenience to your target audience. The goal is to make the product cost effective and simple enough for the customer to attain the product without having to jump through hoops.

4. Communication

The fourth and final C in this marketing mix is communication. Communication is always key to business marketing; without it, the 4 C’s would not be effective. Communication is similar to the fourth P, promotion; however, it is very different.

Promotion of a product is used to sway customers in order to get them to buy a product. Promotion can often be manipulative and ineffective. However, communication is (again) a customer-oriented approach to the task of selling products. Communication requires interaction between the buyer and seller. This marketing strategy can very easily be implemented through the use of social media.

Marketing a product on your social media sites, or even including links to your social media profiles can be very beneficial to your customers. This allows them to interact with your brand on a personal level and will eventually lead to greater brand loyalty among your customers.

Applying the 4 C’s

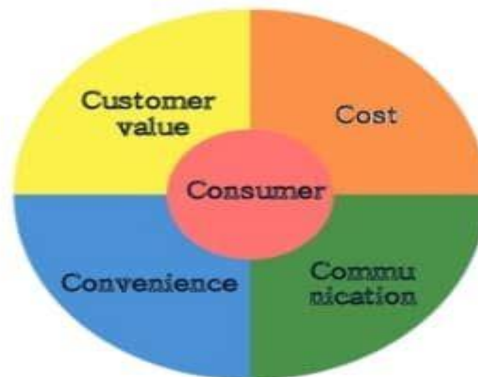
The 4 C’s of marketing can be highly beneficial to any marketing strategy. This strategy forces marketers to really understand their audience before they even being to develop a product. This strategy requires communication throughout the entire process, from start to finish, and begins with understanding what the customer wants and needs out of your product. When utilizing the 4 C’s, just remember to always think of your customer first, and

communicate with them along the way. Consequently, your audience will feel like you are speaking directly to them and their needs.

Marketing-mix: 4P → 4C



E. Jerome McCarthy, 1960



Robert Lauterborn, 1990

Check Your Progress – 8.2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

vii. Who is Rogers?

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viii. What are 4C's?

----

ix. Define Media.

8.8. Let us Sum up

Communication strategy means either communication a concept, a process, or data that satisfies a long term strategic goal of an organization by allowing facilitation of

advanced planning, or communicating over long distances usually using international telecommunications or dedicated global network assets. The success of strategic communication plan is to integrate all the organizations programs, public education and advocacy efforts. The basic elements of strategic communication: Audience, Messages, channels, speaker and time. Types of Communication strategy: verbal communication strategy can be broken down into the two categories of written and oral communication. Written strategies consist of avenues such as e-mail, text and chat. Marketing communication strategy is the strategy used by a company or individual to reach their target market through various types of communication - Usually PR strategy.

8.9. Unit – End Exercises

i. A particular group at which a product such as a film, or advertisement is aimed. It stated target audience.
ii. Audience, messages, channels, speakers and time are the basic elements of communication strategy.
iii. The picture elements as distinguished from the sound elements in film TV etc. Photographs, slides, films, charts or other visuals materials, especially used for illustrations or promotion.
iv. Rogers was an eminent American communication theorist and sociologist, who originated the diffusion of innovation theory and introduced the term early adopters.
v. Customer, cost, convenience and communication
vi. Media are the communication outlets or tools used to store and deliver information or data.

8.10. Answer to Check Your Progress

1. Explain the major components of communication Strategy.
2. Discuss the types of communication strategies.
3. Elaborately explain the Roger Communication marketing mix with suitable examples

8.11. Suggested Reading

https://study.com/academy/lesson/what-are-communication-strategies-definition-types-examples.html https://simplicable.com/new/communication-strategy
https://www.culturepartnership.eu/en/publishing/communication-course/lecture-4-the-basic-elements
https://glasscock.rice.edu/blog/successful-communication-strategy-five-elements
https://www.google.com/search?biw=1366&bih=657&tb

BLOCK III – CORPORATE SOCIAL RESPONSIBILITY AND SOCIAL MEDIA

UNIT – IX

CORPORATE SOCIAL RESPONSIBILITY

Structure

9.1. Introduction
9.2. Objectives
9.3. What is CSR?
9.4. Four types of corporate responsibility
9.5. Building a socially responsible business
9.6. Benefits of CSR
9.7. Latest CSR Trends and factors influencing CSR in India.
9.8. Government Actions and their Impact on CSR
9.9. Let us Sum up
9.10. Unit – End Exercises
9.11. Answer to Check Your Progress
9.12. Suggested Reading

9.1. Introduction

The following chapter deals with corporate social responsibility and related issues. Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. This chapter also deals with globalization.

9.2. Objectives

- To understand the concept of corporate social responsibility

9.3. What is CSR?

Corporate social responsibility (CSR) is a self-regulating business model that helps a company be socially accountable — to itself, its stakeholders, and the public.

CSR aims to ensure that companies conduct their business in a way that is ethical. This means taking account of their **social**, economic and environmental impact, and

consideration of human rights. It can involve a range of activities such as: ... Socially responsible **investment** (SRI)



Corporate Social Responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives ("Triple-Bottom-Line- Approach"), while at the same time addressing the expectations of shareholders and stakeholders. In this sense it is important to draw a distinction between CSR, which can be a strategic business management concept, and charity, sponsorships or philanthropy. Even though the latter can also make a valuable contribution to poverty reduction, will directly enhance the reputation of a company and strengthen its brand, the concept of CSR clearly goes beyond that.

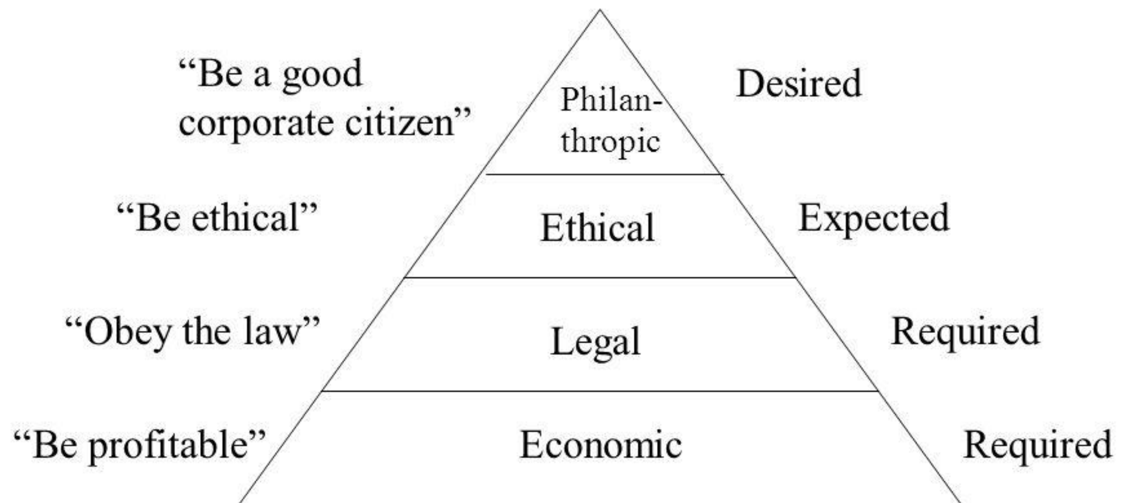
A properly implemented CSR concept can bring along a variety of competitive advantages, such as enhanced access to capital and markets, increased sales and profits, operational cost savings, improved productivity and quality, efficient human resource base, improved brand image and reputation, enhanced customer loyalty, better decision making and risk management processes.

9.4. Four types of corporate responsibility

Recognizing how important socially responsible efforts are to their customers, employees and stakeholders, many companies now focus on a few broad CSR categories:

Pyramid of Corporate Social Responsibility





Source: Archie Carroll, 1991

ADM1301 © PM, DD and McGraw-Hill Ryerson 20

1. **Environmental efforts:** One primary focus of corporate social responsibility is the environment. Businesses, regardless of size, have large carbon footprints. Any steps they can take to reduce those footprints are considered good for both the company and society.
2. **Philanthropy:** Businesses can practice social responsibility by donating money, products or services to social causes and nonprofits. Larger companies tend to have a lot of resources that can benefit charities and local community programs. It is best to consult with these organizations about their specific needs before donating.
3. **Ethical labor practices:** By treating employees fairly and ethically, companies can demonstrate their social responsibility. This is especially true of businesses that operate in international locations with labor laws that differ from those in the United States.
4. **Volunteering:** Attending volunteer events says a lot about a company's sincerity. By doing good deeds without expecting anything in return, companies can express their concern for specific issues and commitment to certain organizations.

9.5. Building a socially responsible business

Although being socially responsible isn't free – it can cost time, money and resources – it is important to remember that every little bit can help the environment. Schmidt said you can start making an impact on society by donating a small portion of your sales to a cause you care about. When initiating CSR, give your employees a voice by involving them in the decision-making process. Create an internal team to spearhead the efforts and choose an organization or cause they care about. Contributing to something your employees are passionate about can increase engagement and success. Involving your employees in the decision-making process can also bring some clarity and assurance to your team.

"Consumers deserve to share in the good feelings associated with doing the right thing, and many surveys have found that consumers are inclined to purchase a sustainable product over a conventional alternative,". "Announcing these benefits is a win-win from both a commercial and sustainability perspective."

What to avoid when creating a socially responsible business model

Becoming a socially responsible business can be simple, but there are a few things to avoid in the process. Businesses should avoid participating in charitable efforts that are not related to their core business focus or ethical standards in any way. Instead of blindly sending money to a completely unrelated organization, find a non-profit that your company believes in or a project in your community.

Avoid using CSR opportunities solely for marketing purposes. Schmidt said running a corporate responsibility campaign as a quick marketing scheme can backfire when your business doesn't follow through. Instead of employing a one-time act, you can adopt socially responsible business practices over time. Employees and consumers tend to react positively to companies that embrace long-term social responsibility.

If you are considering sustainable activities that aren't legally required yet, don't wait. By adopting socially responsible norms early on, you can set the bar for your industry and refine your process. Undertaking CSR initiatives is truly a win for everyone involved. The environmental impact of your actions will not only appeal to socially conscious consumers and employees but can also make a real difference in the world.

The concept of CSR is underpinned by the idea that corporations can no longer act as isolated economic entities operating in detachment from broader society. Traditional views about competitiveness, survival and profitability are being swept away.

Some of the drivers pushing business towards CSR include:

1. The shrinking role of government

In the past, governments have relied on legislation and regulation to deliver social and environmental objectives in the business sector. Shrinking government resources, coupled with a distrust of regulations, has led to the exploration of voluntary and non-regulatory initiatives instead.

2. Demands for greater disclosure

There is a growing demand for corporate disclosure from stakeholders, including customers, suppliers, employees, communities, investors, and activist organizations.

3. Increased customer interest

There is evidence that the ethical conduct of companies exerts a growing influence on the purchasing decisions of customers. In a recent survey by Environics International, more than one in five consumers reported having either rewarded or punished companies based on their perceived social performance.

4. Growing investor pressure

Investors are changing the way they assess companies' performance, and are making decisions based on criteria that include ethical concerns. The Social Investment Forum reports that in the US in 1999, there was more than $2 trillion worth of assets invested in portfolios that used screens linked to the environment and social responsibility. A separate survey by Environics International revealed that more than a quarter of share-owning Americans took into account ethical considerations when buying and selling stocks.

5. Competitive labour markets

Employees are increasingly looking beyond pay checks and benefits, and seeking out employers whose philosophies and operating practices match their own principles. In order to hire and retain skilled employees, companies are being forced to improve working conditions.

6. Supplier relations

As stakeholders are becoming increasingly interested in business affairs, many companies are taking steps to ensure that their partners conduct themselves in a socially responsible manner. Some are introducing codes of conduct for their suppliers, to ensure that other companies' policies or practices do not tarnish their reputation.

9.6. Benefits of CSR

Some of the positive outcomes that can arise when businesses adopt a policy of social responsibility include:

1. Company benefits:

- Improved financial performance;
- Lower operating costs;
- Enhanced brand image and reputation;
- Increased sales and customer loyalty;
- Greater productivity and quality;
- More ability to attract and retain employees;
- Reduced regulatory oversight;
- Access to capital;
- Workforce diversity;
- Product safety and decreased liability.

Corporate social responsibility (CSR) has many advantages that can apply to any business, regardless of its size or sector. The potential benefits of CSR to companies include:

- better brand recognition, * positive business reputation
- increased sales and customer loyalty, * operational costs savings
- better financial performance
- greater ability to attract talent and retain staff
- organisational growth * easier access to capital

Responsible business reputation

Corporate social investment can help you to build a reputation as a responsible business, which can, in turn, lead to **competitive advantage**. Companies often favour suppliers who have responsible policies, since this can reflect on how their customers see them. Some customers don't just prefer to deal with responsible companies - they insist on it.

Costs savings

By reducing resource use, waste and emissions, you can help the environment and save money too. With a few simple steps, you may be able to lower your utility bills and achieve savings for your business. See how to reduce your business waste to save money.

Finding and keeping talented staff

Being a responsible, sustainable business may make it easier to recruit new employees or retain existing ones. Employees may be motivated to stay longer, thus reducing the costs and disruption of recruitment and retraining.

2. Benefits to the community and the general public:

- Charitable contributions;
- Employee volunteer programmes;
- Corporate involvement in community education, employment and Homelessness programmes;
- Product safety and quality.

3. Environmental benefits:

- Greater material recyclability;
- Better product durability and functionality;
- Greater use of renewable resources;
- Integration of environmental management tools into business plans, including life-cycle assessment and costing, environmental management standards, and eco-labelling.

Other benefits of CSR to companies

By acting in a sustainable, responsible way, you may also find it easier to:

- **access finance** - investors are more likely to back a reputable business
- **attract positive media attention** - eg when taking part in community activities
- **reduce regulatory burden** - good relationships with local authorities can often make doing business easier
- **identify new business opportunities** - eg for development of new products or services

Check Your Progress – 9.1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Define CSR.

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v. Who is Investor?

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vi. Mention the benefits of CSR.

9.7. Latest CSR Trends and factors influencing CSR in India.

With the growing Industrialization and competition, the main aim of any capitalist economy is to maximise its profit. But recently, the practice of CSR is gaining traction in both theory and practice. CSR in developing countries like India has played a significant role as the majority of the population living here is deprived of economic and social growth status. Such an idea of Social responsibility is also evolved in the modern corporate too. For the new generation of corporate leaders, profit optimization is more important than only profit maximization. Hence there is a shift in accountability from shareholders to stakeholders (including employees, consumers, and affected communities).

Today, CSR activity is on the agenda of many CEOs. It is also being considered seriously by the Governments (National and local), as well as NGOs, consumer groups, investors and other actors in civil society.

Here are a few factors influencing CSR in India.

CSR initiatives face many challenges in India and are often seen as a deterrent to even the best-intentioned plans. The most important ones are described here.

1. Lack of Community Participation in CSR Activities

Majorly, communities who are intended beneficiaries of a CSR program show less interest which will affect their participation and contribution. Also, very little efforts are being made to spread CSR within local communities and in still confidence in the people. The situation is further aggravated by inadequate communication between the organization and the community at the grassroots level.

2. Issues of transparency

Lack of transparency is one of the key issues. There is a perception that partner NGOs or local implementation agencies do not share adequate information and make efforts to disclose information on their programs, address concerns, assess impacts and utilize funds. This perceived lack of transparency has a negative impact on the process of trust building between companies and local communities, which is key to the success of any **CSR initiative**.

3. Lack of Consensus

There is a lack of consensus amongst local agencies regarding **CSR project** needs and priorities. This result in lack of consensus often results in duplication of activities by corporate houses in the areas of their intervention. The consequence results in unhealthy competitiveness spirit among local implementing agencies, which goes against the necessity to have rather than building collaborative approaches on important issues. This factor limits organization’s abilities to undertake an impact assessment of their initiatives from time to time.

4. Civil Society Strengthening

Capacity for strong performance in the community is the foundation for lasting social benefits. Worldwide, civil society is an important social and economic force with the potential to create a more free, fair and just global order. The collective nature of civic action helps to ensure that the interests of all citizens—including women, the poor and other marginalized groups—are adequately weighed by public institutions that make policy and allocate resources. Many civil society organizations (CSOs) face common challenges that limit their effectiveness namely, the ability to manage human and financial resources, weak advocacy abilities, and insufficient management ability to scale up promising innovations and results to achieve wider impact.

5.Social Impact Management

This addresses the issue of inclusive growth is more than mere poverty alleviation. It seeks to address the problem of equity through the enhancement of opportunities for everybody.

9.8. Government Actions and their Impact on CSR

Governments employ various methods through which to foster better CSR practices within the private sphere, many of which reflect non-intrusive, soft-law approaches. Most crucially, the government is in a position to raise awareness and build capacities for CSR among companies and stakeholders – an important role due to the largely voluntary nature of CSR. The more people are aware of the social challenges facing businesses, the more likely that attention will be focused on developing solutions to tackle these issues.

Government provides vital information to the private sectors through initiatives that include websites that inform companies of CSR and its role in business and society. Reports on CSR, as well as government-sponsored guidelines, aid businesses in addressing individual concerns that may be prevalent within their industry and practices. Companies can refer to online resources in order to gain insight into prevalent issues and how to solve them. Established codes of conduct are readily available, such as the 'Standard Voluntary Code of Conduct for Executive Search Firms', created in response to the 2011 Davies Review.

The government is also involved in standard-setting through the provision of policy frameworks, which encourage companies to improve their performance beyond minimum legal standards. The policy-making role of government is crucial for promoting CSR between different industries at the national level, encouraging a tightening of standards across the board. Economic incentives are often used to facilitate socially-responsible practices – an example of which is the prelaunch of the 'Payroll Giving' scheme. Accompanied by a PR campaign, this scheme raised awareness of ways in which businesses could encourage their employees to donate to charities and good causes of their choice. Most recently, the government implemented a 'Corporate Governance Reform,' the aim of which is to respond to recognised

problems inherent in some businesses and provide a set of legislative and business-led measures to improve standards of corporate governance. A key goal of this Reform was to "drive change in how large companies engage at board level with employees, suppliers and wider stakeholders to improve boardroom decision-making and deliver more sustainable business performance."

The ability of government to improve disclosure and transparency of often-hidden social responsibility practices within the private sphere is key to building wider confidence in the way business is run. Through the regulation of monitoring and reporting, companies that undertake CSR initiatives are often subject to accountability measures. These quality-assuring procedures encourage businesses to uphold their commitments through the publication of company practices. This, in turn, improves industry CSR standards as companies will likely aspire to rival their competitors and gain recognition for their performance in this sphere.

Globalisation

Globalisation is a dynamic set of social processes that is transforming our present social condition of nationality into one of globality, characterised by tight global economic, political, cultural, and environmental interconnections that make most of the currently existing borders and boundaries irrelevant.

The economic dimension of globalisation is highly significant in shaping contemporary societies and organisations through the intensification and stretching of economic interrelations worldwide. Its key components include the deregulation of interest rates, the removal of credit controls, and the privatisation of government-owned banks and financial institutions. Globalisation of financial trading allows for increased mobility among different segments of the financial industry, with fewer restrictions and greater investment opportunities.



The enhanced role of international economic institutions such as the International Monetary Fund (IMF), World Bank, and World Trade Organisation (WTO) enjoy the

privilege position of making and enforcing the rules of the global economy. In return for supplying much-needed loans to developing countries these institutions implemented the structural adjustment programs, mainly directed at countries with large foreign debts. It can be observed the impacts that trade liberalisation policies have on industries in the third world.

But globalisation is a multidimensional concept that is not easily reduced to just the economic dimension. The intensification of global economic interconnections is set into motion by a series of political decisions. The political dimension of globalisation refers to the intensification and expansion of political interrelations across the globe. Recent economic developments such as trade liberalisation and deregulation have significantly constrained the set of political options open to states. Thus, global markets frequently undermine the capacity of governments to set independent national policy restrictions.

However, the worldwide intensification of economic and political interaction does not consider in sufficient detail the cultural feasibility of global democracy, which makes the possibility of resistance and opposition just as real as the mutual accommodation and tolerance of differences. The cultural dimension of globalisation refers to the intensification and expansion of cultural flows across the globe facilitated by the Internet and global media empires that rely on powerful communication technologies to spread their message, giving rise of an increasingly homogenised popular culture underwritten by western culture industry.



Corporate social responsibility (CSR) of business activity is strongly influenced by globalisation, particularly through the change and erosion of national political power. CSR has four kinds of social responsibilities, economic, legal, ethical, and philanthropic. These four

components of CSR might be represented as a pyramid with economic responsibilities – and profit motive as the primary incentive – underpinning all other business responsibilities.

Business organisations have also to comply with laws and regulations as the ground rules under which they must operate. These legal responsibilities establish the ground of fair operations and are represented as the next layer on the pyramid. In this way, organisations are expected to perform in a consistent manner with the government and law expectations.

However, society also expects from organisations other activities and practices that are not codified into law. These ethical responsibilities embrace those norms that reflect a concern for what consumers, employees, shareholders and community regard as right, just, and fair (i.e. moral rights), and are represented as the next layer of the CSR pyramid. Thus, corporate behaviour goes beyond mere compliance with laws and regulations.

The legal issues are closely linked with ethics and law. As soon as a company leaves its home territory the legal framework becomes very different. Consequently, managers can no longer simply rely on the legal framework when deciding on the right or wrong of certain business practices. Finally, globalization leads to a growing demand for corporate accountability where business ethics can respond to the various stakeholders' claims.

Liberalization



The basic aim of liberalization was to put an end to those restrictions which became hindrances in the development and growth of the nation. The loosening of government control in a country and when private sector companies' start working without or with fewer restrictions and government allow private players to expand for the growth of the country depicts liberalization in a country.

Objectives of Liberalization Policy

- To increase competition amongst domestic industries.
- To encourage foreign trade with other countries with regulated imports and exports.
- Enhancement of foreign capital and technology.
- To expand global market frontiers of the country.
- To diminish the debt burden of the country.

Check Your Progress – 9.2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

vii. Expand the term – NGO, CSO, WTO, IMF

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viii. Define Globalization.

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ix. What is liberalization?

9.9. Let us Sum up

Corporate Social Responsibility operating a business in a manner that meets or exceeds the ethical, legal, commercial, and public expectations that society has of business. CSR means different things to different organizations and people. Some organizations claim that caring for employees, giving them a bonus, offering equal pay for equal work, keeping reservations of jobs for people from socially and economically weak backgrounds, and subsidizing food implies fulfilling CSR. Others feel that caring for employees is mandated and it is in the interest of the organization to retain talent; what it does beyond that for communities who may o may not be its customers is what comprises CSR.

9.10. Unit – End Exercises

1. Which Indian company in your view is doing excellent work in CSR and why do you think so? Put forth your arguments based on facts.
2. Go through the UN millennium development goals (Which can be accessed on the UN website) and discuss the areas that need to be taken up by companies on a priority in their CSR programmes.

9.11. Answer to Check Your Progress

i. **Corporate social responsibility** (**CSR**) is a self-regulating business model that helps a company be socially accountable—to itself, its stakeholders, and the public.

ii. An **investor** is any person or other entity (such as a firm or mutual fund) who commits capital with the expectation of receiving financial returns. **Investors** utilize investments in order to grow their money and/or provide an income during retirement, such as with an annuity.

iii. The potential **benefits of CSR** to companies include: better brand recognition. positive business reputation. increased sales and customer loyalty. operational costs savings. better financial performance. greater ability to attract talent and retain staff. organisational growth. easier access to capital.

iv. NGO - Non-Governmental Organization, CSO – Civil socity organisation, WTO – World Trade Organisation, IMF - International Monetary Fund

v. Globalisation is the process of interaction and integration among the people, companies and government of different nations, a process driven by international trade and investment and aided by information technology.

vi. . Liberalization is the removal or loosening of restrictions on something, typically an economic or political system.

9.12. Suggested Reading

https://catmediatheagency.com/4-ps-of-marketing-strategy/

https://www.unido.org/our-focus/

https://www.businessnewsdaily.com/4679-corporate-social-responsibility.html

https://www.iisd.org/business/issues/sr.aspx

UNIT – X

CORPORATE CRISIS AND CONFLICT SITUATION

Structure

10.1. Introduction
10.2. Objectives
10.3. Definition of Crisis
10.3. Elements of Crisis
10.4. Crisis Management
10.5. Types of Crisis
10.6. Crisis Leadership
10.7. Types of Conflicts
10.8. Causes or Sources of Conflict in Business Organizations
10.9. Let us Sum up
10.10. Unit – End Exercises
10.11. Answer to Check Your Progress
10.12. Suggested Reading

10.1. Introduction

This chapter deals with introduction of crisis and conflict in corporate management. A **crisis** situation is defined as a stressful time in an individual's life when they experience a breakdown or disruption in their usual or normal daily activities or family functioning. This chapter also deals with types, categories of crisis and types of conflicts.

10.2. Objectives

- To learn about crisis and types of crisis
- To learn about conflict and crisis management

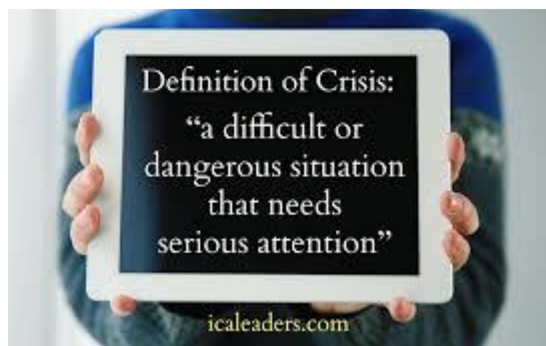
10.3. Definition of Crisis

A **crisis** is a difficult or dangerous time in which a solution is needed — and quickly. For example, the **crisis** caused by a natural disaster might inspire you and your friends to make a donation. **Crises** can be triggered by a wide range of situations including, but not limited to, extreme weather conditions, sudden change in employment/financial state, medical

emergencies, long-term illness, and social or familial turmoil. The noun **crisis** comes from the Latinized form of the Greek word krisis, meaning "turning point in a disease."

Difference between crisis & crises

A **crisis (**from the Greek κρίσις - krisis; plural: "crises"; adjectival form: "critical") is any event that is going (or is expected) to lead to an unstable and dangerous situation affecting an individual, group, community, or whole society. **Crises** are deemed to be negative changes in the security, economic, political, societal, or environmental affairs, especially when they occur abruptly, with little or no warning. More loosely, it is a term meaning "a testing time" or an "emergency event".



10.3. **Three elements are common to a crisis**: (a) a threat to the organization, (b) the element of surprise, and (c) a short decision time. Venette argues that "crisis is a process of transformation where the old system can no longer be maintained". Therefore, the fourth defining quality is the need for change. If change is not needed, the event could more accurately be described as a failure or incident.

In contrast to risk management, which involves assessing potential threats and finding the best ways to avoid those threats, crisis management involves dealing with threats before, during, and after they have occurred. It is a discipline within the broader context of management consisting of skills and techniques required to identify, assess, understand, and cope with a serious situation, especially from the moment it first occurs to the point that recovery procedures start.

10.4. Crisis management

Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders. The study of crisis management originated with large-scale industrial and environmental disasters in the 1980s. It is considered to be the most important process in public relations.

Crisis management is a situation-based management system that includes clear roles and responsibilities and process related organisational requirements company-wide. The response shall include action in the following areas: Crisis prevention, crisis assessment, crisis

handling and crisis termination. The aim of crisis management is to be well prepared for crisis, ensure a rapid and adequate response to the crisis, maintaining clear lines of reporting and communication in the event of crisis and agreeing rules for crisis termination.

The techniques of crisis management include a number of consequent steps from the understanding of the influence of the crisis on the corporation to preventing, alleviating, and overcoming the different types of crisis. Crisis management consists of different aspects including:

- Methods used to respond to both the reality and perception of crisis.
- Establishing metrics to define what scenarios constitute a crisis and should consequently trigger the necessary response mechanisms.
- Communication that occurs within the response phase of emergency-management scenarios.

The related terms emergency management and business continuity management focus respectively on the prompt but short lived "first aid" type of response (e.g. putting the fire out) and the longer-term recovery and restoration phases (e.g. moving operations to another site). Crisis is also a facet of risk management, although it is probably untrue to say that crisis management represents a failure of risk management, since it will never be possible to totally mitigate the chances of catastrophes' occurring.

10.5. Types of Crisis

There are eight different types of crisis

1. Natural disaster 2. Technological crisis 3. Confrontation
4. Malevolence 5. Organizational Misdeeds 6. Workplace Violence
7. Rumours 8. Terrorist attacks/man-made disasters

1. Natural disaster

Natural disaster related crises, typically natural disasters, are such environmental phenomena as earthquakes, volcanic eruptions, tornadoesand hurricanes, floods, landslides, tsunamis, storms, and droughts that threaten life, property, and the environment itself.

Example: 2004 Indian Ocean earthquake (Tsunami)

2. Technological crisis

Technological crises are caused by human application of science and technology. Technological accidents inevitably occur when technology becomes complex and coupled and something goes wrong in the system as a whole (Technological breakdowns). Some technological crises occur when human error causes disruptions (Human breakdowns). People tend to assign blame for a technological disaster because technology is subject to human manipulation whereas they do not hold anyone responsible for natural disaster. When an accident creates significant environmental damage, the crisis is categorized as *mega damage*. Samples include software failures, industrial accidents, and oil spills**.**

Examples: Chernobyl disaster, Exxon Valdez oil spill, Heart bleed security bug

3. **Confrontation crisis**

Confrontation crisis occur when discontented individuals and/or groups fight businesses, government, and various interest groups to win acceptance of their demands and expectations. The common type of confrontation crisis is boycotts, and other types are picketing, sit-ins, ultimatums to those in authority, blockade or occupation of buildings, and resisting or disobeying police.

Example: Rainbow/PUSH's (People United to Serve Humanity) boycott of Nike

4. **Crisis of malevolence**

An organization faces a crisis of malevolence when opponents or miscreant individuals use criminal means or other extreme tactics for the purpose of expressing hostility or anger toward, or seeking gain from, a company, country, or economic system, perhaps with the aim of destabilizing or destroying it. Sample crisis include product tampering, kidnapping, malicious rumors, terrorism, cybercrime and espionage.

Example: 1982 Chicago Tylenol murders

5. **Crisis of organizational misdeeds**

Crises occur when management takes actions it knows will harm or place stakeholders at risk for harm without adequate precautions. Lerbinger specified three different types of crises of organizational misdeeds: crises of skewed management values, crises of deception, and crises of management misconduct.

- Crises of skewed management values: Crises of skewed management values are caused when managers favor short-term economic gain and neglect broader social values and stakeholders other than investors. This state of lopsided values is rooted in the classical business creed that focuses on the interests of stockholders and tends to disregard the interests of its other stakeholders such as customers, employees, and the community
- Crisis of deception: Crisis of deception occur when management conceals or misrepresents information about itself and its products in its dealing with consumers and others.

  Example: Dow Corning's silicone-gel breast implant

- Crisis of management misconduct: Some crises are caused not only by skewed values and deception but deliberate amorality and illegality.

6. Workplace violence

Crises occur when an employee or former employee commits violence against other employees on organizational grounds.

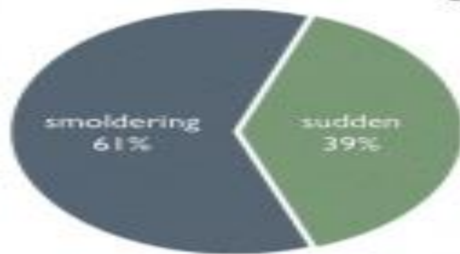
7. Rumors

False information about an organization or its products creates crises hurting the organization's reputation. Sample is linking the organization to radical groups or stories that their products are contaminated. Example: Procter & Gamble logo myth

Categories of Crisis

Alan Hilburg, a pioneer in crisis management, defines organizational crises as categorized as either acute crises or chronic crises. Hilburg also created the concept of the Crisis Arc. Erika Hayes James, an organizational psychologist at the University of Virginia's Darden Graduate School of Business, identifies two primary types of organizational crisis. James defines organizational crisis as "any emotionally charged situation that, once it becomes public, invites negative stakeholder reaction and thereby has the potential to threaten the financial well-being, reputation, or survival of the firm or some portion thereof".

1. Sudden crisis 2. Smoldering crises





Sudden crisis: Sudden crises are circumstances that occur without warning and beyond an institution's control. Consequently, sudden crises are most often situations for which the institution and its leadership are not blamed.

Smouldering crisis : Smoldering crises differ from sudden crises in that they begin as minor internal issues that, due to manager's negligence, develop to crisis status. These are situations when leaders are blamed for the crisis and its subsequent effect on the institution in question.

10.6. Crisis Leadership

James categorises five phases of crisis that require specific crisis leadership competencies. Each phase contains an obstacle that a leader must overcome to improve the structure and operations of an organization. James's case study on crisis in the financial services sector, for example, explores why crisis events erode public trust in leadership. James's research demonstrates how leadership competencies of integrity, positive intent, capability, mutual respect, and transparency impact the trust-building process.

1. Signal detection
2. Preparation and prevention
3. Containment and damage control
4. Business recovery
5. Learning

Signal detection : Signal detection is the stage in a crisis in which leaders should, but do not always, sense early warning signals (red flags) that suggest the possibility of a crisis. The detection stages of a crisis include:

- Sense-making: represents an attempt to create order and make sense, retrospectively, of what occurs.
- Perspective-taking: the ability to consider another person's or group's point of view.

Preparation and prevention : It is during this stage that crisis handlers begin preparing for or averting the crisis that had been foreshadowed in the signal detection stage. Hilburg has

demonstrated that using an impact/probability model allows organizations to fairly accurately predict crisis scenarios. He's recognized the greatest organizational challenge is 'speaking truth to power' to predict truly worst-case scenarios. Organizations such as the Red Cross's primary mission is to prepare for and prevent the escalation of crisis events. Walmart has been described as an emergency-relief standard bearer after having witnessed the incredibly speedy and well-coordinated effort to get supplies to the Gulf Coast of the United States in anticipation of Hurricane Katrina.

Containment and damage control : Usually the most vivid stage, the goal of crisis containment and damage control is to limit the reputational, financial, safety, and other threats to firm survival. Crisis handlers work diligently during this stage to bring the crisis to an end as quickly as possible to limit the negative publicity to the organization, and move into the business recovery phase.

Business recovery : When crisis hits, organizations must be able to carry on with their business in the midst of the crisis while simultaneously planning for how they will recover from the damage the crisis caused. Crisis handlers not only engage in continuity planning (determining the people, financial, and technology resources needed to keep the organization running), but will also actively pursue organizational resilience.

Learning: In the wake of a crisis, organizational decision makers adopt a learning orientation and use prior experience to develop new routines and behaviors that ultimately change the way the organization operates. The best leaders recognize this and are purposeful and skillful in finding the learning opportunities inherent in every crisis situation.

According to James identifies five leadership competencies which facilitate organizational restructuring during and after a crisis.

1. Building an environment of trust
2. Reforming the organization's mindset
3. Identifying obvious and obscure vulnerabilities of the organization
4. Making wise and rapid decisions as well as taking courageous action
5. Learning from crisis to effect change.

Crisis leadership research concludes that leadership action in crisis reflects the competency of an organization, because the test of crisis demonstrates how well the institution's leadership structure serves the organization's goals and withstands crisis. Developing effective human

resources is vital when building organizational capabilities through crisis management executive leadership.

Check Your Progress – 10.1.

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. What are the elements of crisis?

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ii. What is smoldering?

10.7. Types of Conflict



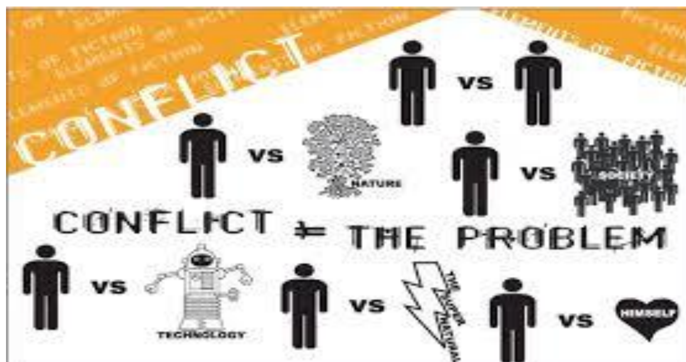
Conflict is when two perspectives, personalities, values or opinions contradict each other. In some cases, it is a natural contradiction. Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public. Conflicts are natural to human nature and they can be constructive and promote better performance among individuals

These discrepancies depend on individual narrative circumstances, but there are cases in which you should recognize a total of seven different types of narrative conflict.

1. Man vs. Self. ... 2. Man vs. Man. ... 3. Man vs. Society. ...
4. Man vs. Nature. ... 5. Man vs. Machine. ... 6.Man Vs. Fate/Supernatural.



Types of Conflict in Business Organizations



According to Onwuchekwa (2009b) and Amesi (2014b), there are five types of conflict within organizations. These are:

Conflict within the Individual: Most individuals working in business organizations are not normal due to diverse individual problems within themselves and these personal problems can lead to individual conflict which can hinder these employees or organizational members from carrying out their normal responsibilities within their respective organizations. It is necessary for a good manager or supervisor to identify some of these individuals and advise them to seek the help of guidance and counselling unit.

Conflict between Individuals within an Organization: These situations is rampant within the academic institutions system and are caused by falsehood among departmental heads/deans, nepotism, differences in perceptions, programme co-ordinators, sectionalism, alliances among staff, role conflict and so on. Conflicts among individuals have serious

negative impact on the commitment to organizational objectives and general performance of a focal organization.

Conflict between Individual and Groups: This type of situation can be found in various unions within an organizational system, example academic staff union, non-academic staff union, students unions, political parties and their respective committee. Some members of these groups do not meet group norms and the level of expected solidarity. This normally result in group trying to impose some sanctions on their opposed members. This situation usually affects the organization negatively as conflict emerges.

Conflict between Groups in the Same Organization: When groups within an organization are in a situation of conflict example, Academic Staff Union and Non-Academic Staff Union, Academic Staff Union and the Administration (Management), this situation affects the social structure of the organization and the consequences may be severe if management fails to handle it constructively and objectively. This is the typical conflict situation that interest the researchers and it is the focus of this article.

Conflict between Organizations: This is an inter-organizational conflict which results from competitive relationships, social responsibility issues and so on, this type of conflict can have functional and dysfunctional effects for the market segment or scarcity where the organizations are located.

10.8. Causes or Sources of Conflict in Business Organizations

According to Onwuchekwa (2009) the causes or sources of organizational conflict are diverse and many. However the following causes of organizational conflict are identified:

Interdependence Nature of Work Activities: In business organizations, there are interdependencies of work activities example, there are some departments or units in organization that others cannot do without them and as such depend on these departments or units. Example of such departments or units in academic organizations are the personnel, registry, bursary, admissions, examination and record unit and so on, they have the organizations wide responsibilities in terms of their organizational functions, so there is high level of work interdependence in business organization. This interdependence are sources of organizational conflict irrespective of the fact that policies about operational behaviour may be defined.

Erratic Individuals (Behaviour of Some Employers): The erratic behaviour of some employers (managers and administrators) can lead to conflict in an organization. Some

managers are not well trained on how to manage interpersonal relationships, so their manner of response to others may be erratic and this situation can result to conflict among employees in business organizations.

Ambiguous Definition of Work Activities (Organizational Ambiguities): There are certain ambiguities that are created in organizational functioning which are difficult for employees to understand and clarify their respective positions. In academic organizations (institutions), the relationship between the academic staff and non-academic staff unions are not well understood. The non-academic staff has two labour organizations for both senior and junior employees so, when they go on strike serious ambiguities are created.

Scarce Resources to be Shared: This as a source of conflict in organization result when there are unlimited scarce resources to be shared within the organization. Organizational resources are not enough and as such must be shared among the units and departments in the organization. Ambiguities in Organizational Communication: Ambiguities in communication create serious problems and misunderstanding and these situations can lead to serious organizational conflict.

Differences in Goals: Organizations have common objectives and every person in the organization is expected to be working towards one objective. This is not true in Nigeria especially in government owned organizations example academic institutions, workers do not come to work at same time and do not start working at same time. This is as a result of divergent goals which they pursue irrespective of the demands of their employment contract. When employees, administrators, leaders, and so on, pursue their private goals it may be the source of organizational conflict in business organizations.

Differences in Values and Perception: Goals are finalistic in nature and they are influenced by values. What one values influence ones goal attainment behaviour, this is because our values influence our attitudes and behaviour toward the pursuit for goal attainment. The multiplicity of values and perceptions of organizational employees can lead to conflict within organization. Consequences of Conflict in Business Organization According to Amesi (2014) and Onwuchekwa (2009), the following are the consequences of conflict in business organizations

Rise of Leaders: This occurs when new leaders emerge to help their members to win in the conflict. The new leaders here are the ones that are ready to resist the opposing group, they

are also seen as ones that have the resources and are knowledgeable about the crisis and they also assumed as those who are fearless.

Distorted Perception: This occurs when people do not reason properly or perceive things clearly during group conflict or crisis. This is as a result of group cohesion or solidarity. Most people who are honest, straightforward, outspoken or objective may distort their perception. Distortion in perception tends to keep the two group far away from settlement and hypocrisy is usually the dominant behaviour.

Increased Cohesion: This occurs when two groups are in conflict, the members of each of the group may be forced to forget their internal differences and reconcile to face a common enemy. This can be observed in faculties and various departments as the case may be.

Selection of Strong Representations: This occurs when groups in conflict are to find ways of settling their differences or the conflict either through a mediator or arbitration; group members select strong representatives or hard-liners. These are strong representative who will be unyielding. This kind of situation may create statement in settlement.

Development of 'Blind Spot': When groups develop blind spot, about the areas of mutual benefits or interest, they deliberately ignore them and do not see their blind spots. In business organizations, people may decide to be separate instead of uniting together to fight a common goal, after many issues or years, they may decide to build a new organization as a basis for their blind spot which they ignored.

Increase in Negative Stereotypes: Stereotyping occurs when we generalize either positively or negatively about a group because of a single fact we know about the group. In conflict situation, every positive things about a group are usually forgotten and everything about the group becomes negative. The groups in conflict continue to see each other negatively continuously and not positively.

Managing Organizational Conflicts There are several ways to manage organizational crisis and conflict but notable among them according to Onwuchekwa (2009), are conflict stimulation method and conflict reduction method. Conflict Stimulation Methods: This method is used in business organizations where the level of conflict for improvement of performance is lacking. Such organizations lack innovative skills, creativity and low standard of competition and performance among staff. In these type of organizations conflict can be stimulated at the level where it can improve performance.

Conflict stimulation methods includes:

Bringing in Outsiders: This is a way to stimulate conflict in a group or in business organizations. A non-staff who may not be used to the way an organization is functioning may be brought in as to discover faults, opportunities and aim at innovation which may change the existing climate and this situation may stimulate conflict. It is necessary to state that a non-staff in an organization may be there to either stimulate conflict or manage conflict it all lies on the management staff of the organization to be guided appropriately as to insure that the non-staff brought in to the organization does not cause more harm than good in the organization.

Encouraging Competition: When organizational members are in a competitive relation by writing literature for lectures, teaching outreach programmes for more economic incentives, getting more paid courses for special programmes like sandwich programme, conflict is always stimulated because of scarce resources which they must share among themselves. Differences in status, authority and goals play important role in the stimulation of conflict among organizational members.

Restructuring the Organization: Organizational design is a process of restructuring the organizational structure to suit strategies, environment, technologies, people and so on. When an organization is restructured the positions may change and people may not like their new positions and this situation can lead to crisis and conflict within the organization.

Selecting Appropriate Managers: In order to select appropriate managers who can stimulate conflict, we must aim at selecting skilled, knowledgeable and innovative managers who will be objective in their responsibilities where the selected managers (Vice Chancellor, Deans, Directors and Heads of Department) are authoritative and hard-liners, conflict may escalate to unmanageable levels. This situation may affect organization performance.

Conflict Reduction Methods: This method aim at reducing the conflict but not eliminating the conflict within the organization. Researchers like Onwuchekwa proved that the only way to reduce conflict in an organization is to set super-ordinate goals for members in the organization and to unite the members among common enemy.

Strategies (Methods) of Conflict Resolution in Business Organizations : The word resolution connotes different meaning from different opinions and views. Resolution here is seen as a formal expression of opinion, will, or intent voted by an official body or assemble or group. Strategy can be seen as a careful plan or method or the art of devising or employing plans or

stratagems toward achieving a goal or success (Amesi & Akpomi 2013). Conflict resolution strategy or methods deal directly with the individual in a conflict. According to Onwuchekwa (2009); Amesi (2010) and Akpomi & Amesi (2013) there are three major strategies or methods of conflict resolution. These includes:

Compromise: This is one way of resolving conflicts in business organizations. In compromise, the management tries to find a middle position that is acceptable to the two parties in conflict. In compromise, it is necessary to state that all are not given to one party rather you win some and loose some. The parties in conflict may not be frustrated after settlement by compromise. In business organizations, conflict may not be to the interest of the management, since it may affect the extent of the attainment of organizational objectives. To the authors, the following are strategies for compromise- separation, arbitration, settlement by chance, resort to rules and bribing (this is by making one party to accept some compensation as exchange for ending the conflict). It is necessary to state that in compromise the matter or conflict is usually resolved, but the conflicting groups may not be satisfied.

Integrative Problem Solving: In this strategy, inter group are converted into a joint problem-solving situation that can be dealt with through problem solving techniques. The major issue here is that the groups in conflict working in the same organization try to exchange ideas and information and find an integrative solution among themselves hence, they are working towards same purpose in the same organization. The following are strategies for integrative problem solving- mutual agreement (consensus), confrontation and use of super-ordinate goals.

Dominance and Suppression: This strategy is often used by autocratic managers (administrators or managers) or by people in higher positions on people in lower position. They take total control of the conflict and decide how it will be resolved irrespective of the feelings of the people or employees in conflict. Dominance and suppression have two things in common whereby they repress conflict rather than settle it by forcing it underground and they create win or lose situation in which the looser is forced to give away to higher authority or greater power usually winds up disappointed and hostile nature set in. According to Akpomi & Amesi (2013), the strategies for dominance and suppression are- avoidance, forcing, smoothing and majority rule. In majority rule, the conflict can be settled by voting and if the majority wins, the conflict is settled.

Check Your Progress –10.2.

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iii. What is Blind spot?

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iv. Define Conflicts.

10.9.Let us Sum up

A crisis can occur as a result of an unpredictable event or as an unforeseeable consequence of some event that had been considered a potential risk. In either case, crises almost invariably require that decisions be made quickly to limit damage to the organization. **Crises** can be triggered by a wide range of situations including, but not limited to, extreme weather conditions, sudden change in employment/financial state, medical emergencies, long-term illness, and social or familial turmoil. **Crises** occur when management takes actions **it** knows will harm or place stakeholders at risk for harm without adequate precautions. Lerbinger specified three different **types** of **crises** of organizational misdeeds: **crises** of skewed management values, **crises** of deception, and **crises** of management misconduct. Conflict is when two perspectives, personalities, values or opinions contradict each other. In some cases, it is a natural contradiction. Crisis management is the process by which an organization deals with a major event that threatens to harm the organization, its stakeholders, or the general public. Conflicts are natural to human nature and they can be constructive and promote better performance among individuals.

10.10. Unit – End Exercises

1. Elaborately discuss the various types of crisis with suitable examples.
2. Differentiate Sudden and Smoldering Crisis
3. Explain the different types of crisis leadership.
4. Comment on conflicts.

10.11. Answer to Check Your Progress

i. Elements of Crisis: a. A threat to the organization b. The element of surprise c. a short decision time.

ii. Smoldering crisis begin as minor internal issues that, due to manager's negligence, develop to crisis statues. These are situations when leaders are blamed for the crisis and its subsequent effect on the institution in question.

iii. Blind Spot: the areas of mutual benefits or interest, they deliberately ignore them and do not see their blind spots. In business organizations, people may decide to be separate instead of uniting together to fight a common goal, after many issues or years, they may decide to build a new organisation as a basis for their blind spot which they ignored.

iv. Conflict: A conflict is a clash of interest. The basis of conflict may vary but, it is always a part of society. Basis of conflict- personal, racial, class, caste, political and international. Conflict in groups often follows a specific course. *Routine group interaction* is first disrupted by an *initial conflict*, often caused by differences of opinion, disagreements between members, or scarcity of resources. At this point, the group is no longer united, and may split into coalitions. This period of *conflict escalation* in some cases gives way to a *conflict resolution stage*, after which the group can eventually return to *routine group interaction.*

10.12. Suggested Reading

https://en.m.wikipedia.org/wiki/Crisis_management

http://citeseerx.ist.psu.edu/viewdoc/download?doi=10.1.1.735.2949&rep=rep1&type=pdf

UNIT – XI

SOCIAL MEDIA AND CORPORATE COMMUNICATION

Structure

11.1. Introduction

11.2. Objectives

11.3. Social Media

11.4. Business applications of social media

11.5. Social Media Strategies for Corporate Communication

11.6. Let us Sum up

11.7. Unit – End Exercises

11.8. Answer to Check Your Progress

11.9. Suggested Reading

11.1. Introduction

The following pages discuss about the Social media and corporate communication. With the popularization of social media, companies have had to change their communication strategies and approach to attract customers. Social media are web-based media and mobile technologies for social interaction and communication, and it can include social networking sites (Face book, LinkedIn), micro-blogs (Twitter, Tumbler), blogs, wikis, video sharing sites (YouTube), among others. This also deals with social media strategies and advantages of social media.

11.2. Objectives

- To understand the term social media and corporate communication
- To know about the Business applications of social media

11.3. Social Media



Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration. Websites and applications dedicated to forums, microblogging, social networking, social bookmarking, social curation, and wikis are among the different types of social media.

Here are some prominent examples of social media:

- Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues.
- Twitter is a free microblogging service that allows registered members to broadcast short posts called tweets. Twitter members can broadcast tweets and follow other users' tweets by using multiple platforms and devices.
- Google+ (pronounced Google plus) was Google's social networking project, designed to replicate the way people interact offline more closely than is the case in other social networking services. This website is no longer offered to new users and plans to shut down remaining accounts in 2019.
- Wikipedia is a free, open content online encyclopaedia created through the collaborative effort of a community of users known as Wikipedia’s. Anyone registered on the site can create an article for publication; however, registration is not required to edit articles. Wikipedia was founded in January of 2001.
- LinkedIn is a social networking site designed specifically for the business community. The goal of the site is to allow registered members to establish and document networks of people they know and trust professionally.
- Reddit is a social news website and forum where stories are socially curated and promoted by site members. The site is composed of hundreds of sub-communities, known as "subreddits." Each subreddit has a specific topic such as technology, politics or music. Reddit site members, also known as, "redditors," submit content which is then voted upon by other members. The goal is to send well-regarded stories to the top of the site's main thread page.
- Pinterest is a social curation website for sharing and categorizing images found online. Pinterest requires brief descriptions but the main focus of the site is visual. Clicking on an image will take you to the original source. For example, clicking on a picture of a pair of shoes might redirect users to a purchasing site and an image of blueberry pancakes might redirect to the recipe.

10.4. Business applications of social media



Social media is becoming an integral part of life online as social websites and applications proliferate. In business, social media is used to market products, promote brands, and connect to current customers and foster new business. Social media has a powerful advantage in letting users contribute and share information and ideas, in different ways that were never achieved before with traditional media. In other words, it presents a wide range of new sources of online information that are created, developed, shared, and commented on by consumers in order to know and learn about products, services, issues, and brands (Blackshaw & Nazzaro, 2004). Therefore, social media is an excellent tool for companies to generate stakeholder dialogue and engagement (Fieseler, Fleck, & Meckel, 2010; Du, Bhattacharya, & Sen, 2010). Using social media for communication presents also great benefits for companies such as competitive advantage inexpensive collaboration, real-time communication, and online archiving.

- Social media analytics is the practice of gathering data from blogs and social media websites and analyzing that data to make business decisions. The most common use of social media analytics is to mine customer sentiment to support marketing and customer service activities.
- Social media marketing (SMM) takes advantage of social networking to help a company increase brand exposure and broaden customer reach. The goal is usually to create content compelling enough that users will share it with their social networks. One of the key components of SMM is social media optimization (SMO). Like search engine optimization (SEO), SMO is a strategy for drawing new and unique visitors to a website. SMO can be done two ways: by adding social media links to content such as RSS feeds and sharing buttons, or by promoting activity through social media via status updates, tweets, or blog posts.
- Social CRM (customer relationship marketing) can be a very powerful business tool. For example, establishing a Facebook page allows people who like your brand and the way you conduct business to like your page, which creates a venue for communication,

marketing and networking. Through social media sites, you can follow conversations about your brand for real-time market data and feedback.

- In terms of customer feedback, social media makes it easy to tell a company and everyone else about their experiences with that company, whether those experiences are good or bad. The business can also respond very quickly to both positive and negative feedback, attend to customer problems and maintain, regain or rebuild customer confidence.
- Enterprise social networking allows a company to connect individuals who share similar business interests or activities. Internally, social tools can help employees access information and resources they need to work together effectively and solve business problems. Externally, public social media platforms help an organization stay close to their customers and make it easier to conduct research that they can use to improve business processes and operations.
- Social media is also often used for crowd sourcing. Customers can use social networking sites to offer ideas for future products or tweaks to current ones. In IT projects, crowd sourcing usually involves engaging and blending business and IT services from a mix of internal and external providers, sometimes with input from customers and/or the general public.

10.5. Social Media Strategies for Corporate Communication

1. Social Listening



Social listening involves analyzing social conversations in your community and about your products and brand, your market, and even your competitors' social-media sphere.

Monitoring and tracking your communities' engagement helps you to learn from your audience and understand current interests,

issues, and challenges. It helps to identify potential customers and provide useful information for any questions asked about your products and services.

Listening to and interacting with your social media communities will increase overall social engagement. You can also find and create key influencers and tie them to your brand. However, an active social media community can impact a business also negatively, when customers criticize your products or services. Social listening helps you to identify complaints and react to them. A prompt response in a professional and empathic way will help to win back unhappy customers and prevent shit storms. Social media listening can benefit your business in many different ways. It allows you to collect important information that will greatly benefit your future marketing campaigns, brand loyalty, and development.

2. Content marketing is the new marketing

For all the changes that are taking place in marketing trends and technologies, content marketing is here to stay for sure. Content marketing has become the core of marketing. As audiences everywhere are exposed to more content in a day than they could possibly consume, the bar for quality continues to rise, forcing companies to become more mature in their approach to content. Companies who understand content marketing and have a content strategy in place will ultimately set their business up for success. The better you know your audience, the better your posts will catch the attention of your target readers. Adding value to your readers will make your posts memorable.

- Provide tips, strategies, how-to-tutorials to make your customers' lives easier.
- Provide entertaining content that gets to the heart of your audience.

Content marketing is one of the best tools you have for building your brand, building trust and authority, generating more traffic and qualified leads, and finally, increasing conversion and ROI.

3. Integrate your social media strategies in your corporate communication IMC

The feedback channels of social media have become a decisive factor in marketing success. Connect your social media strategies as part of your Corporate Integrated Marketing

Communications (IMC) as a process of planning, executing, and monitoring your brand messages and create customer relationships. Use your corporate blog as a content hub for creating, collecting and publishing your marketing content and share each piece of content you create on social media to increase reach.

Use social media networking for managing the day to day interactions with customers and prospects and channel feedback and analytics back into your content creation process. Keep your social media accounts consistent and recognizable within your overall corporate branding.

- Bring your whole corporate communication team into social media.
- Place social media buttons everywhere in order to connect every content format and every marketing channel with your social media activities.
- Make it easy for your website visitors, blog readers, and also for your newsletter subscribers to follow your social channels.
- Make it easy for them to like and share your content and images to their communities.

Integrate and interconnect your created marketing contents with all internal and external channels to provide maximum use, publicity, distribution, and exposure.

4. More value and education, less selling

A sustainable content strategy will provide a valuable resource of substantial, helpful content for customers and prospects. Customer happiness and success will become the new benchmark for successful content that will not only generate more happy customers but also win influencers and brand advocates on the way. The best way to incorporate authentic value content into your social media strategies is to include user-generated content. Also, invite key influencers into your content creation process. In the era of social communication, customer relationship does not start and end with a sale. Companies have to provide maximum value for customers to encourage word-of-mouth marketing and develop stronger and long-term relationships.

- Make sure your content creates interest for your audience, combined with a unique value.

- Use help content to equip your customers for success. Content that educates customers and supports them on their way to success. Content that contains answers to key questions (i.e., issues coming up in sales and support), provides solutions for common problems and challenges in the industry, discloses insider know-how, templates and tips.
- Include user-generated content from happy customers for more authenticity.

5. More visuals, less text

Images and video are the most popular and fastest growing forms of online content. Visual content is more likely to get shares, likes, and comments on social media than pure text messages and updates. People are visual learners by nature. People remember visual information 65% longer than text information, and video goes beyond what pictures offer.

Visual content also has a great impact on SEO and site traffic. Most search engines allow you to search specifically for images or video and include them alongside text-only results. But people also use images and video search options directly to look for specific content. Instagram and Facebook started to compete with Snapchat with the introduction of Stories, which work in exactly the same way. According to Statista, Instagram broadcasts more than 400 Stories daily and therefore has long since outnumbered Snapchat users.

This makes platforms for visual content such as Instagram, Pinterest, or YouTube a vital focus in your corporate communication strategy. You should give your best effort.

- Illustrate your posts with graphics, photos or infographics.
- Create infographics and videos from your best performing blog posts.
- Always share your social media posts with an image or as an image post.

Visual content makes it easier to attract customers and prospects. It offers a personalized customer experience, which is what customers expect from businesses nowadays.

6. Express yourself more emotionally

The essence of human communication is the processing of emotional information. Scientific research has uncovered that humans always feel first and think second. Emotional information can be processed in one-fifth of the time the cognitive section of the brain

requires. Nowadays, customers expect businesses to be human, especially on social media. Emotions are an essential asset of business messages and campaigns. Social media channels with a human voice and a personal touch are more likely to encourage engagement from followers.

- Make sure you always create an emotional experience for your audience.
- Use images, life-streaming, videos, and stories to convey more emotions and to personalize your business content for your customers.
- Emoji can also help to express emotions and reaction when texting or messaging followers and communities. However, Emojis are not universal. Individuals bring their own personal experience to how they interpret an emoji. So use emojis with utmost care and common sense.

7. Experiment with media formats and social platforms

Social media is a very fast-pacing terrain with ever new platforms and media formats coming up each day. Though Face book, Twitter, Instagram, and YouTube are still the dominating networks, there are many more networks, communities, and media formats to explore. You don't have to jump on every upcoming trend. However, there are multiple social networks and platforms you can use to promote your content and to link to your site.

- Don't stay with your status quo. Invest in new platforms, try different post ideas and stay alert and up to date in order not to lose ground.
- Mix up the length of your content. Use long-text format for cornerstone and evergreen content and mix it with snackable content like memes, infographic or short video clips by using spinoffs from your big contents.
- Experiment with different media and message formats for cross-promoting or resharing your content. Always vary your comment a little, using different text messages, #hashtags, hashflags, emojis, or include different images, or use different post formats (image posts or link posts).

For example, for some posts, image posts will perform better than standard link posts on Twitter and Face book when you are sharing a post. Try both post formats to see how they work on your community. You can also change post formats for re-sharing your content. Re-share your post as image post and select different images from your media gallery for each

re-shared posts. Sharing your content as link post followed by a series of images posts will give your content a different appearance each time and attract more potential readers.

So, don’t be shy to use social networks as a playground to experiment with different communities, contents and message formats. Analyze what works and what fails, learn and start again.

8. Distribute or Die

As both offline and online worlds become more crowded, content distribution will remain a vital driver of a successful content marketing strategy. Content on your corporate website or blog will only reach a very limited number of customers and prospects. Content shared once on your social media channels will also only reach a tiny fraction of your followers. Don’t let your content go stale by leaning back and waiting for something to happen.

Dig deep to discover the distribution channels unique to your audiences. Use any available channel for getting your content in front of the right people. Use as many channels for any piece of content you create and interconnect your channels. An integrated seeding strategy with multiple outlets and channels for publishing, distributing, and promoting your content helps to bring your messages in front of as many targeted eyeballs as possible. Social media helps you to get the most reach for your content. By re-purposing and syndicating your content for multiple content formats and campaigns, you can create more unique messages and more touch points for your targets.

9. Cross-Promote Your Content on Social Media

With the increasing restrictions on social media automation and cross-posting enforced by the platforms, it becomes even more important to individually cross-promote your content on multiple social media channels with tailored messages. Don’t just broadcast your company news and product announcements across your channels. If you share company and product news, make sure to adapt your messages to your specific audience on each social network and ad a human and personal touch. Cross-promoting your posts with tailored messages will appear more human and receive more engagement from followers.

- Share your content on your profile and pages on Twitter, Facebook, Google+, Instagram, Pinterest, Reddit, but tailor your message for each community and schedule your posts for different times or days.
- Share your content on LinkedIn, if your post is business related.
- Also share your content in appropriate groups on Facebook, Google+ and LinkedIn or in Reddit subreddits, but use different comments and schedule your posts at different days and times.
- Share all shareable images for each or your contents with links to your site on Instagram, Pinterest, and Flickr, but also on Twitter, Facebook, Google+ to use different visuals for re-sharing. This will attract more eyeballs and extends the lifespan of your content.
- Share your content in Social Bookmark communities such as Diigo, Digg or StumbleUpon.
- Re-publish your post on blogging platforms such as Medium, Tumblr, Bloglovin and LinkedIn Pulse, but edit your posts a bit and wait for 5-7 days to let Google index your original post first.

Social media automation

With the growing pace and diversity of social platforms, social media management and marketing across multiple platforms and communities become more and more challenging for social media teams.

However, social media automation should be used with care and common sense and not for turning social media channels into lifeless robotic content streams. Social media tools can be very useful for planning and scheduling a consistent content flow on your social media channels.

- Use social media tools for creating a consistent mix of your own content and curated content.
- Ensure a balanced variety of contents and media formats on your channels.
- However, by choosing social media tools and apps, make sure to select tools that allow you to create individually tailored messages for each of your channels and communities, even if you are sharing the same content across multiple platforms.

- Make sure you can combine as much automation as possible with as much as individualization to keep up a human factor for your social media messages.

Check Your Progress – 11.1.

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. Why do we need social media?

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ii. Expand SMM, SMO, CRM and SEO

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iii. What is social curation?

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iv. Define Infographics.

11.6. Let us Sum-up

Social media will continue to play an important role in your business strategy. However, social media is constantly changing and it's becoming harder and harder to keep up with the speed of how social media is changing the game. Real conversation and engagement with followers will give brands an edge over those that are using social simply to blast their message. The new challenge will be to find a balance of tailoring social media messages for each channel and community and still use the help of automation to ensure consistency and reduce workload.

11.7. Unit – End Exercises

1. Define and explain the various social media and it advantages.
2. Briefly explain the business applications of social media with suitable examples.
3. Comment on social media strategies with reference
4. What is social media automation?

11.8. Answer to Check Your Progress

i. Social media is an effective way to build relationships with leads and customers that lead to greater satisfaction and loyalty over time. ... Engaging with your customers and leads on social media helps you build stronger customer relationships.

ii. SMM – Social Media Marketing, SMO - Social Media Optimization CRM – Customer Relationship Marketing, SEO – Search Engine Optimization

iii. Social curation is collaborative sharing of Web content organized around one or more particular themes or topics. Among the oldest social curation sites are Digg and Reddit

iv. Infographics (a clipped compound of "information" and "graphics") are graphic visual representations of information, data, or knowledge intended to present information quickly and clearly. They can improve cognition by utilizing graphics to enhance the human visual system's ability to see patterns and trends.

11.9. Suggested Reading

https://whatis.techtarget.com/definition/social-media

https://nealschaffer.com/10-social-media-strategies-for-corporate-communication-in-2019/

BLOCK IV : EMPLOYEE COMMUNICATION AND CASE STUDY

UNIT - XII

EMPLOYEE COMMUNICATION & MEDIA RELATIONS

Structure

12.1. Introduction

12.2. Objectives

12.3. Definition of employee communication

12.4. Internal communications (IC)

12.5. Media Relations

12.6. Principles of PR

12.7. Various Media for Internal Communication

12.8. Let us Sum up

12.9. Unit – End Exercises

12.10. Answer to Check Your Progress

12.11. Suggested Reading

12.1. Introduction

This chapter deals with employee communication and media relations. Among various tasks associated with management, communication is considered the most important. Communication enables the management to connect with employees, motivate them, and help them turn organizational goals into their personal goals to achieve the bottom line. Employee communication is about managing relationships. There is always a tussle, to who would handle employee communication. This chapter also continue with media relations.

12.2. Objectives

- To understand the role and scope of internal communication with employees
- To understand the need for synergy with various departments for internal communication
- To understand the various media to reach out to employee

12.3. **Definition**



Employee communication is often defined as the sharing of information and ideas between the management of an organization and employees and vice versa. It is essential for an organization's success that there are many different channels available to communicate with your employees as well as your customers.

Employee communication by definition in the business world, involves the communication or exchange of information, ideas, opinions and feedback with and among employees to collaborate in a work environment to achieve the desired results as set by the management and the employee.

12.3.1. Modes for employee communication

There are multiple channels that can be used for employee communication, but we have shortlisted these 3:



1. Traditional methods

Traditionally communicating with your employees has been a top-down process. Management creates policies, procedures, etc. and they are circulated amongst the employees. These traditional methods are only one way of communication. To achieve desirable results it is important, channels of communication should be two ways. Papers and memos and traditional ways are all good, but the world is evolving and so should your practices.

2. Email

All most all organizations across the globes communicate with their employees via emails or instant messaging for their daily communications. From updates to latest organizational developments your employees can stay informed and up to date at all times. The advantage of emails messaging is the speed of communication and the ability to communicate with

everyone in the organization at the same time. A big disadvantage though could be people assuming the tone.

3. Cell phones and social media

Your employees carry a very powerful tool of communication with them and that is the cell phone. These days phones are no longer attached to the desk. Cell phone technology enables your employees to stay in touch with whatever that is happening within the organization even if they work remotely. One powerful platform that organizations have adopted as a part of employee communication is social media. Your employees can access these platforms from literally anywhere. These sites are definitely increasing the usage of handheld devices also allowing everyone to be constantly in touch with anything that goes around within the organization.

12.3.2. Importance of effective employee communication

Employee communication is no rocket science, but if not done correctly can surely have a negative effect. But let's not go that way, let's keep things positive, here is how having effective employee communication benefits:

1. **Employee engagement:** If you communicate regularly with your employees and in an effective manner they are much more engaged with the organization and have a more positive attitude towards their work and the organization.
2. **Consistency:** If your employees understand know what they are wanting to achieve in a particular in the organization, you as an organization can see a much more consistent approach and less tendency of people coming up with interpretations of what they think of what you have said.
3. **Feedback:** Regular communication invites people to get into a healthy discussion. Communication is a dialogue after all and dialogue would need two people communicating, expressing their concern or giving feedback. This facilitates a culture of sharing ideas and knowledge.
4. **Understanding of organizational goals:** Effective communication helps employees understand how they can align their professional goals with that of the organization. They can understand how they can fit into a bigger picture.

5. **Change is the only constant:** True! But are your employees adaptable to sudden changes? If the employees are communicated to effectively about the change around them they respond positively to it. It also helps identify champions in your organization, ones who are willing to accept change and rise.

12.3.3. Five tips to improve employee communication

Most organizations plan meticulously how to best engage their external audience, but they conveniently forget about their most important constituency: employees. High performing organizations make sure employee communication is their priority and this is one of the reasons they stand out!

Here are the top five tips to improve employee communication in your organization

1. Communicate with clarity : Overusing jargon or technical terms will only lead to more misunderstanding. Be clear while communicating.

2. Set the tone : Management and leadership of the organization need to set the tone right. The need to be accessible and they need to understand that there is a certain relation between strategic employee communications and organizational goal achievement.

3. Know your employees : You don't need to communicate differently with different employees, you just need to know your employees. To understand the perception of your employees surveys them regularly.

4. Use multiple channels : Most people need to hear or read the message multiple, least the message is lost in translation. Distribute your message through various channels so that it reaches people well within time.

5. Measure the effectiveness: No communication should be without a set objective, else the purpose of communication is entirely lost. There are many ways to facilitate communication, but what's the point if it falls on deaf ears. Make sure you regularly measure the engagement and ask employees if the communication strategy works.

12.4. **Internal communications (IC)**

IC is the function responsible for effective communications among participants within an organization. The scope of the function varies by organization and practitioner, from producing and delivering messages and campaigns on behalf of management, to facilitating two-way dialogue and developing the communication skills of the organization's participants.

IC may variously be referred to as: employee communications, employee engagement, employee relations, internal marketing, company communications, staff communication. Responsibility for IC may sit within various established functions, including marketing, corporate communications, transformation, HR and the CEO office. Internal communications functions can require several skills, e.g.: writing, marketing, event organisation, web production, facilitation, advertising, stakeholder management, corporate social responsibility, branding and communications training.

Modern understanding of internal communications is a field of its own and draws on the theory and practice of related professions, not least journalism, knowledge management, public relations (e.g., media relations), marketing and human resources, as well as wider organizational studies, communication theory, social psychology, sociology and political science.

12.4.1. Seven reasons why good internal communications is important

We'll start with the most obvious reason why IC is important. Keeping your people informed of upcoming events, policy changes, engagement initiatives, headcount changes, and updates on the overall health of the business helps create a sense of transparency and openness that people respect.

1. IC keeps your people informed
2. IC gives people a more holistic view of your organization
3. IC helps build out your organization's culture
4. IC gets your people engaged
5. IC helps keep people calm in times of crisis
6. IC creates another dimension to your workplace
7. IC creates a channel for feedback, debate, and discussion

12.4.2. Internal communication strategy

There are two sides to strategy in internal communications. In the first instance there is the organization's strategy — what it hopes to achieve and how it plans to go about achieving it. That strategy will be supported and, to some extent, delivered through effective internal communications.

In this context internal communication can help on several different levels:

- Tell: simply informing people of the direction, non-negotiable
- Sell: anticipating some form of backlash, requiring some persuasion
- Consult: seeking specific areas of input to the decision-making process
- Involve: seeking varying degrees of involvement and co-creation

Secondly, and more importantly, internal communications needs a strategy of its own. It should be positioned more than a simple plan of tactical interventions in support of business activities. The strategy should consider the following:

- Market: What does the organization know about its audiences' needs? How should its audiences be segmented?
- Message: What is it the organization's message is trying to achieve? In what tone should it be conveyed?
- Media: Which channels work best for the different audience segments? How will it maximize reach and cut-through? Are there clear editorial guidelines for each?
- Measurement: Are there clearly defined success criteria? What are the leading and lagging measures? As well as informing all of the other three M's, it should be used to demonstrate value and measures of performance (ROI, message penetration, hit rates, quality of feedback, etc.)

The strategy will inform the best way to organize effective communications.



Five general modes of IC practice are itemised below, ranked loosely according to their position along a spectrum from tactical to strategic activities.

The modes of IC practice, arranged along a spectrum from the tactical to the strategic

Message distribution

Formal channels typically fall into one of four broad categories:

- **Electronic**: Communications that are delivered and/or accessed electronically, either by computer, telephone, television or other devices. Examples include email, intranet, video and webcasts, DVD, electronic newsletters, podcasts, blogs, wikis, voicemail, conference calls, SMS text messaging, screensaver messaging, desktop news feeds, internal social media tools and team chat tools.

- **Print**: Paper-based communications. Examples include magazines, newsletters, brochures, postcards and other 'desk drops', posters, memos, communication packs or 'toolkits' for line managers, etc.
- **Face-to-face**: One-to-one and one-to-many forums where people are physically present. Examples include a 'cascade' of team meetings or briefings, conferences, site visits, 'back to the floor', consultation forums, 'brown bag' lunches, round-table discussions, 'town meetings', etc.
- **Workspace**: The working environment. Examples include notice boards, plasma and LCD screens, accessories (e.g.: mousemats), window decals, etc.

Selecting channels

One of the key challenges any internal communicator will face is how to select the right channels - and the right mix of channels - for both the audience and the message.

- **Availability:** what channels either already exist within the organisation or can be introduced effectively?

- **Audience**: who are they, where are they based, how do they prefer to access information and how effective will the proposed channel be in reaching them and engaging them?
- **Objectives**: what does the organisation want people to learn, think, feel or do as a result of the message?

- **Content**: what is the context and substance of the message? (for example, sensitive messages may need to be communicated face-to-face, rather than by text message)
- **Timing**: how urgent is the message? (for example, communications in times of crisis which require quick dissemination of important messages)

Message design and production

Basic IC services to an organization begin with editorial services - either fine-tuning messages drafted by participants in the organization, or drafting new material on their behalf. IC practitioners might simply correct basic grammar, etc., especially in organisations where many participants may be operating in their second or third language. Or they might re-work it to conform to house style or its branded equivalent, 'tone of voice'.

The skill set involved relates closely to media professions such as journalism, copywriting and film or print production. Message design may be iterative, or involve a range of participants in an approvals process.

Project communications

IC practitioners may be seconded to a specific project team, to support the stages of the project that carry a communications or engagement component. Project communicators might produce a schedule of communication objectives and milestones for the project; a map of vital stakeholders (senior individuals or large groups / segments of the overall population); and a message framework to guide project participants towards a single, coherent message about their work. They might also contribute to the project's aggregate risks 'log' on the reputational risks, and work-up contingency plans covering unintended situations.

12.4.3. Employee engagement

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values. In contrast, a disengaged

employee may range from someone doing the bare minimum at work (aka 'coasting'), up to an employee who is actively damaging the company's work output and reputation.

Employee engagement first appeared as a concept in management theory in the 1990s, becoming widespread in management practice in the 2000s, but it remains contested. It stands in an unspecified relationship to earlier constructs such as morale and job satisfaction. Despite academic critiques, employee engagement practices are well established in the management of human resources and of internal communications. Employee engagement today has become synonymous with terms like 'employee experience' and 'employee satisfaction'.

Generating engagement

Increasing engagement is a primary objective of organizations seeking to understand and measure engagement.

Drivers of engagement

Some additional points from research into drivers of engagement are presented below:

- **Employee's personal resources** -"...it is found that the positive perceptions that individuals hold of their own personal strength and ability allow them to be engaged with the organisation."
- **Employee perceptions of job importance** – "...an employee's attitude toward the job's importance and the company had the greatest impact on loyalty and customer service than all other employee factors combined."
- **Employee clarity of job expectations** – "If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed."
- **Career advancement / improvement opportunities** – "Plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings."
- **Regular feedback and dialogue with superiors** – "Feedback is the key to giving employees a sense of where they’re going, but many organizations are remarkably bad at

giving it." In fact, employees that feel like their supervisors are supportive are 67% more engaged.

- **Quality of working relationships with peers, superiors, and subordinates** – "...if employees' relationship with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss."
- **Perceptions of the ethos and values of the organization** – "'Inspiration and values' is the most important of the six drivers in our Engaged Performance model. Inspirational leadership is the ultimate perk. In its absence, [it] is unlikely to engage employees."
- **Effective internal employee communications** – which convey a clear description of "what's going on". '"

Check Your Progress – 12.1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. Mention the Modes for employee communication

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i. What is IC?

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ii. Define Social Media.

12.5. Media Relations

Media Relations involves working with media for the purpose of informing the public of an organization's mission, policies and practices in a positive, consistent and credible manner. Typically, this means coordinating directly with the people responsible for producing the news and features in the mass media. The goal of media

relations is to maximize positive coverage in the mass media without paying for it directly through advertising.

It is possible for communication between the media and the organization to be initiated by either side. However dealing with the media presents unique challenges in that the news media cannot be controlled — they have ultimate control over whether stories pitched to them are of interest to their audiences. Because of this fact, ongoing relationships between an organization and the news media are vital. One way to ensure a positive working relationship with media personnel is to become deeply familiar with their "beats" and areas of interests. Media relations and public relations practitioners should read as many magazines, journals, newspapers, and blogs as possible, as they relate to one's practice.

Possible reasons an organization may reach out to the media are:

- Launch of a new product/service
- Initiation of new factories/offices
- Financial results
- Organization sponsored events or awards
- Launch of organization promotional campaigns
- Recent disasters, strikes or organizational closures
- Awards/accolades for the company
- Visits from company dignitaries/celebrities
- Involvement in local/community activities
- Community engagement

Media Relations is an aspect of public relations. The terms are not interchangeable as media relations focuses solely on the relationship between the company and the media. They use different media outlets and coverage to tell the company's story, rather than directly engaging with the public's and key stakeholders. Media relations as part of PR work are an important puzzle piece in this respect. The object of advertising is to increase sales through product advertising. The main goal of media relations is to strengthen both brand and image by putting the company in editorial articles, interviews or guest articles.

A large part of the public relations profession involves working with the media. Public relations seeks to garner publicity that benefits a client. Mass media is the preferred channel for reaching out to the public because audiences view media coverage as more credible than traditional advertising or promotional efforts. Therefore, learning how to develop and manage relationships with reporters and editors is critical to your outreach strategy.

12.5.1. Media Relations and Information Subsidy

Information Subsidy consists of information that is provided to the press as supplemental material to help present their reporting. This includes information such as press releases, advertisements and videos of related news events. An advantage of using information subsidies is that they can decrease or eliminate the need for completing additional research on the part of the media. Subsidies can be a good source of information for the media, however, it is important that the media vet the source for accuracy and bias.

12.5.2. Media Relations and Public Relations Practitioners (PR)

Media and Public Relations Practitioners are very similar in many ways. Both parties aim to share information with the public. This information is intended to benefit the public by educating them on news and other events. Public Relations Practitioners attempt to expand their client's media coverage by staying up to date on news and current events that are relevant to their client. Because PR practitioners are usually focused on a client, some would argue that they are biased or attempt to sway public opinion. The media is constantly looking for a new story. PR practitioners are a good, reliable place for the media to go to for newsworthy events. They often provide newsworthy or public service data, which can save the media the time required to complete their own research and sourcing.

The fact that PR specialists have been providing the news mass media with information for years has not really changed the trust level that the media has for the sources. Trust is a critical component between the media and PR practitioners and it must be present for there to be a successful working relationship. It has been said that part of the problem between journalists and PR Practitioners is the perception that PR Specialists have not been good at providing journalists with newsworthy material.

Journalists should express their thoughts and concerns to these PR Specialists to allow for better communication and improvement of the type and quality of news data. As with any relationship, both parties must be committed to working together to achieve success.

12.5.3. Ethical Pitfalls

The words ‘fake news’ bombard news outlets today. It is now more important than ever for Public Relations Practitioners to provide honest, truthful, and accurate information to the media. It is equally important that journalists themselves authenticate information that they have been given. There is much pressure for a Public Relations Practitioner to embellish the truth for their client to make news appear better than it really is. PR Practitioners could help the communication process by providing more detail about specific news.

One way a PR Practitioner can avoid ethical issues is to be upfront with their clients and the media regarding any potential ethical issues. The pressure for a PR Practitioner can be great because of the need to work with multiple entities in order to produce their information. Having a basis for their personal and professional ethics will go a long way in helping a PR Practitioner. This basis should include considering the interests of themselves, the media, and the entity they are representing. Respect for those involved and social responsibility should also be an inherent part of ethics. Another approach to ethics is based on virtue. This includes learning from others, being prepared to take risks, and practicing complete honesty in their reporting.

12.6. Principles of PR

Ten public relations principles every PR practitioner should consider as they go through the process of assembling an effective plan.

1. Know your audience.
2. Be a patient storyteller.
3. Focus on outcomes over activities.
4. Know the difference between stories and news
5. Go beyond the echo chamber
6. Be humble
7. Under promise and over deliver

8. Have a call to action
9. Public relations is not an island
10. Require the requirements

12.7. Various Media for Internal Communication

Employee communication can be a really satisfying part of the corporate communication job but it is at the same time demanding. There are two views that corporate communication, of which employee communication is a part, is a top management function. In fact, the corporate communication managers works as a link between the top management and various employees. Great caution and a balancing act is required to ensure that communication is not seen as a 'mouthpiece' of the management.

Internal communication often requires designing and producing media materials, which broadly include a whole range of employee magazines, films, AVs, instruction materials, safety manuals, corporate identity manuals, bulletin boards, etc. The range of media for internal communications is immense but not all organizations use all the channels. It depends on how much importance the organizations give to the functions, the locations of the projects, and the interest the team takes in the activity.

Some of the popular media for internal communication

- **Induction Literature/Information Kiosks :** When new staff members join a company, it take them time to get accustomed to the organizational culture. Companies make all efforts to help new entrants feel comfortable through various means, which may include w welcome letter, an induction training programme, interactive medium like CD/DVD, an electronic information kisosk, and Intranet. All these media are aimed at informing such employees on how the organization works, on its hierarchical structure, the decision-making process, its product range, locations, etc.,
- **House Journal:** A house journal is the most popular channel for employee communication. The basic aim of this is to provide employees with a communication forum through which they not only get informed and motive but also participate it. House journals come in various shapes, sizes and periodicities. The two popular sizes

are the tabloid and the magazine size. A house journal can cover topics in a number of areas, such as the organization achievements, fulfilment of targets, future plans, human-interest stories, social news, employee contributions etc. The mailing list may encompass employees, distributors, agents, opinion-makers and other external publics.

Let us consider the steps for publishing a house Journal

- ✓ Planning – The decision about the size, format and periodicity, titles, masthead designs, and management approval.
- ✓ Organizing – Organizing is all about putting together a network. Once the management's approval has been obtained, the corporate communication head must organize the staff to get the job going.
- ✓ Publishing – As an editor, the corporate communication head must inculcate the habit of reaching out to people and places.
- ✓ Distribution – The quickest and the most economical means possible must be selected to reach out to the readers. Some organizations distribute the journal at the place of work, while others mail it to employees' homes.

- **Closed – Circuit/ In-house Television:** It is a great medium in linking up a scattered audience in an office and township. Many companies telecast address by the CEO to employees and their families during times of crises. The contents include management's point of view on various issues, company performance, welfare measures, engagement with communities etc.
- **The New Age Media:** Many companies now use the digital media to connect with their employees. In the Indian context, both Infosys and Satyam computers use Internet and Intranet to connect to thousands of their employees scattered in various continents and countries. Satyam launched its 'Satyamstarpower.com'. a web portal to show case the creative talents of its associates and employees worldwide.
- **Employee Blogs:** A term used when the management encourages its employees to create their blogs and interface with various communities.
- **Idea Boxes:** The concept of idea boxes is to create a channel through which the management encourages employees to submit innovative ideas in various areas of activity. The management discusses the ideas and rewards those that can be implemented.

- **Shop- Floor discussions:** It can be morale boosters, both for employees and managers. The discussions can be on many subjects relating to work, targets, or issues that crop up suddenly. It refers to formal and informal discussions by the project management, assisted by the corporate communication department, to motivate employees on various issues.
- **Bulletin Boards:** Described as a channel for the continuous flow of news and messages concerning employees, generally placed at the shop-floor.
- **Visits by Management:** From the corporate communication perspective, organizing visits of the top management to various projects achieves two aims. Firstly, the employees feel motivated when they are face-to-face with the top management; and secondly, these can be turned into a media opportunity to gain some mileage.
- **Clubs and Societies:** In order to encourage the entire office fraternity, it is important that employees socialize and share common interests through sports clubs, literary societies etc. This helps build personal rapport and respect among managers and workers for each other as human beings.
- **Open House/Events:** A few designated days in a year when various stakeholders, such as employees and their families or neighbourhood community or other stakeholders are invited to the plant for an informal gathering to acquaint them about the company and its processes.

Check Your Progress – 12.2

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

iv. Define ethical pitfalls.

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v. Mention the steps to publishing house Journal.

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vi. What is a bulletin board?

12.8. Let us Sum up

In this chapter focuses at the role and scope of various media in employee communication and the importance of motivated employees in achieving organizational goals. Various channels for employee communication, such as interpersonal, house journals, idea boxes, events, open houses and new age media.

12.9. Unit – End Exercises

1. What do you understand by employee communication? How is it similar or different from communication from other management departments?
2. What are the various popular communication channels of employee communication? Give the salient features of at least four such channels.
3. Discuss the ten principles of PR.

12.10. Answer to Check Your Progress

i. Traditional Methods, E.Mail, Cell phones and Social Media.
ii. Internal communication is the transmission of information between organizational members or parts of the organization. It takes place across all levels and organizational units of an organization.
iii. Social media. : forms of electronic communication (such as websites for social networking and micro blogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos)
vi. Ethical pitfalls focus on how people behave when they're confronted with dilemmas and respond in ways that contradict their values, without even knowing they're doing it.
v. Planning, organizing, publishing and distribution

vi. Described as a channel for the continuous flow of news and messages concerning employees, generally placed at the shop-floor.

12.11. Suggested Reading

https://www.questionpro.com/blog/employee-communication/
https://staffbase.com/blog/7-reasons-why-internal-communication-is-important-for-success/
https://en.wikipedia.org/wiki/Employee_engagement
https://smallbusiness.chron.com/definition-employee-communication-18823.html
https://ohiostate.pressbooks.pub/stratcommwriting/chapter/what-is-media-relations/
https://en.wikipedia.org/wiki/Media_relations
https://www.entrepreneur.com/article/280309
https://blog.jostle.me/blog/why-is-internal-communications-important.

UNIT – XIII

ORGANIZATIONAL COMMUNICATION, BUSINESS COMMUNICATION

Structure

13.1. Introduction
13.2. Objectives
13.3. Definition of organisational communication
13.4. Forms of Organizational Communication
13.5. Business Communication
13.6. Methods of Business Communication
13.7. Problems faced by successful business communication
13.8. Business Communication Process
13.9. Let us Sum up
13.10. Unit – End Exercises
13.11. Answer to Check Your Progress
13.12. Suggested Reading

13.1. Introduction

This chapter explain the definition of organizational communication, forms and types of organizational communication. This followed by business communication types, methods and process**.**

13.2. Objectives

- To learn about organisational communication types and forms
- To understand the pros and cons of organisational communication
- To know about the importance of business communication

13.3. Definition of Organizational communication

Organizational communication is how organizations represent, present, and constitute their organizational climate and culture—the attitudes, values and goals that characterize the organization and its members.

According to Goldhaber**:** "organizational communication is defined as the flow of messages within a network of interdependent relationships." William Scott defined**:** "organizational communication is a process which involves the transmission and accurate replication of ideas ensured by feedback for the purpose of eliciting actions which will accomplish organizational goals."

Organizational communication as the sending and receiving of messages among interrelated individuals within a particular environment or setting to achieve individual and common goals. Organizational communication is highly contextual and culturally dependent. Individuals in organizations transmit messages through face-to face, written, and mediated channels.



Organizational communication helps us to 1) accomplish tasks relating to specific roles and responsibilities of sales, services, and production; 2) acclimate to changes through individual and organizational creativity and adaptation; 3) complete tasks through the maintenance of policy, procedures, or regulations that support daily and continuous operations; 4) develop relationships where "human messages are directed at people within the organization-their attitudes, morale, satisfaction, and fulfillment" (Goldhaber 20); and 5) coordinate, plan, and control the operations of the organization through management (Katz & Kahn; Redding; Thayer). Organizational communication is how organizations represent, present, and constitute their organizational climate and culture—the attitudes, values and goals that characterize the organization and its members.

13.4. Forms of Organizational Communication

From a broader perspective, organizational communication takes three different forms such as: Internal operational communication, External operational communication and Personal communication.

1. **Internal operational communication :** Communication that occurs for carrying out operations of the organization is known as internal operational communication. Internal members of the organization such as workers, managers, board of directors, member of trade unions, etc. are the participants of internal communication. This type of organizational communication takes the form of oral and written. Oral communication occurs through face to face conversation, telephone, meeting etc. Written communication is done through orders, instructions, reports, memos, letters, etc. In modern time, many organizations provide intranet facility for internal electronic communication.

2. **External Operational Communication** : Communication with external parties or groups is known as external operational communication. External parties include customers, suppliers, government agencies, regulatory authority, local community, special interest group, and the general public.
3. **Personal Communication** : Communication that occurs for exchanging personal information, ideas and feelings rather than business-related information is termed as personal communication. Not all communication that occurs in business is personal.

13.4.1. Essential Types of Organizational Communication

A. Communication According to Organisational Structure:

1. Formal Communication:

Such a communication is that which is associated with the formal organisation structure and the official status or the position of the communicator and the receiver. It travels through the formal channels officially recognised positions in the organisation chart. Formal communication is mostly in black and white. Thus, it is a deliberate attempt to regulate the flow of communication so as to ensure that information flows smoothly, accurately and timely. Formal communication is a deliberate attempt to regulate the flow of communication so as to ensure that information flows smoothly, accurately and timely.

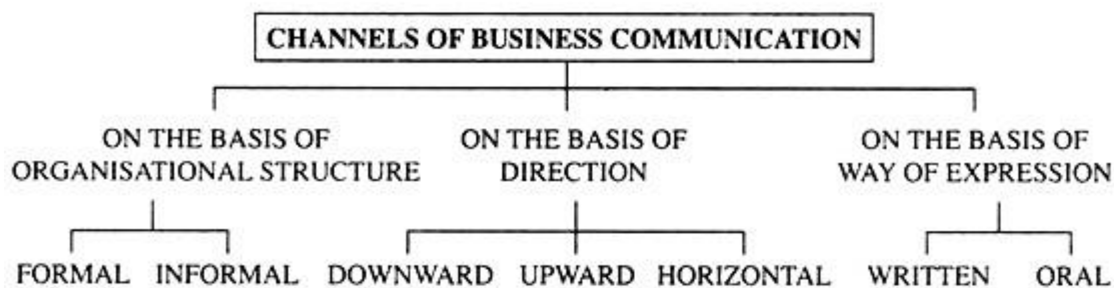


Fig. 1.6: Classification of Channels of Business Communication.

We frequently come across the phrase 'through proper channel'. It emphasises the essence of formal channel of communication. For example, when the General Manager issues instructions (because of his senior position in the organisation), it is formal communication.

The forms of formal communication are as under:

(i) Departmental meetings, (ii) Conference, (iii) Telephone calls,

(iv) Company news bulletins, (v) Special interviews and special purpose publications and messages. The main advantage of the formal communication is that the official channels

enable the routine and standardised information to pass without claiming much of managerial attention. Essentially, executives and managers may devote most of their precious time on matters of utmost significance.

2. Informal Communication:

Informal communication is also known as 'Grapevine'. It is free from all sorts of formalities because it is used on informal relationships between the parties, such as friendship, membership in the same club or association. Persons at the executive levels also use informal communication when they find it difficult to collect information from the workers. Such communication includes comments, suggestions etc. It may be conveyed by a simple glance, gesture, smile or mere silence.

B. Communication According to Direction:

1. Downward Communication:

Communication which flows from the superiors to subordinates is referred to as downward communication. In an organisational structure, the executives must exercise their powers to achieve the desired objectives which imply that they may be engaged in issuing orders, instructions and policy directives to the persons at the lower levels. This may be called downward communication. Under downward communication, immediate performance of a job is expected.

Pros and Cons of Downward Communication

Pros : i. Assists employees in gaining support from their superiors by providing job instructions, rationale and feedback.

ii. Makes employees aware of the organization's policies, procedures, objectives and programs.

iii. Facilitates understanding of employees' responsibilities and helps them achieve their goals.

Cons: i. It is a time-consuming process that may frustrate top level managers.

ii. Lack of knowledge on the part of the subordinates may cause misunderstandings and create conflicts.

iii. The message may lose its accuracy because it becomes complicated. Lack of trust between superiors and subordinates can cause the message to become distorted.

2. Upward Communication:

In an upward communication, the persons from the lower level are expected to have communication with those who are above them. It is just the reverse of downward

communication. This sort of communication includes reactions and suggestions from workers, their grievances etc. Contents of upward communication are reports, reaction, suggestion statements and proposals prepared for the submission to the boss.

Upward Communication can be divided into four categories on the basis of what employee says:

(i) about himself, his performance and problems,
(ii) about others and their problems,
(iii) about organisational policies and practices, and
(iv) about what needs to be done and how it can be done.

Pros and Cons of Upward Communication

Pros : i. Managers can obtain specific knowledge about every situation in the organization. This type of communication assists management in comprehending the performance of employees, the problems of employees, and the results of decisions they have made.

ii. Upward communication helps the organization to implement innovative techniques developed by the lower level employees.
iii. Employees are enthusiastic because they feel they are an essential part of the organization.
iv. The process of downward communication is facilitated as good listening becomes a two-way channel.

Cons: i. Employees hesitate to communicate bad news for fear that it will make them appear incompetent**.**

ii. The valuable time of superiors may be wasted in listening to trivial matters of subordinates.
iii. Superiors often listen only to what they feel is important and may be ignoring other important information.
iv. Superiors are often too busy to listen to subordinates.

3. Horizontal Communication:

When the communication takes place between two or more persons who are subordinates of the same person or those who are working on the same level of organisation, the communication is known as horizontal (lateral) communication. The communication between functional managers or among subordinates working under one boss, the communication between managers of various factories is the examples of such communication. Horizontal communication may be oral as well as written.

Pros and Cons of Horizontal Communication

Pros: i. Facilitates understanding between employees at same hierarchical level by allowing them to share information to achieve organizational goals.

ii. Assists in solving conflicts among employees working in a department.

iii. Provides social, psychological and emotional support to each other.

Cons: i. Since the horizontal form of communication does not follow any particular chain of commands, problems may arise between employees at various levels and between various departments of the organization.

ii. May waste time on matters that are unproductive.

C. According to Way of Expression:

1. Oral or Verbal Communication:

Oral communication is a direct communication between two individuals. In oral communication both the parties i.e., sender and receiver exchange their ideas through oral words either in face to face conversation or through any mechanical or electrical device such as telephone, teleconference etc. When it is face to face, the person communicating can ask questions or explanations or sometimes when the communication is not properly understood, he can clarify meaning.

Oral communication is generally possible where there can be either a direct contact or message to be conveyed is not of permanent nature. Meetings and conferences, lectures and interviews are other media of such communication.

Oral communication enjoys certain advantages communication which may be enumerated as follows:

(i) Oral communication has the distinct advantage of being quick and prompt. It provides the opportunity to both the transmitter and receiver of the message to respond directly.

(ii) Oral communication facilitates close contact and thus fosters mutual exchange of ideas, facts, understanding and cooperation. Oral communication through direct contact undoubtedly inculcates in the subordinates a sense of self-importance which in turn acts as a motivating factor.

(iv) Oral communication further enables the superior to make a quick appraisal of subordinate's action and reaction to any message transmitted. This obviously helps the superior to minimise and avert conflicts, redesign plans and programmes according to the need of time and circumstances.

(v) The personality of the communicator is brought to bear in the communication process. This has good effect on the subordinates and they understand the communication properly. It can bring a friendly and co-operative team spirit.

However, the following are the disadvantages of the oral communication:

(i) There is a possibility that the spoken words may not be clearly heard or understood.

(ii) It is not good for lengthy communications. It requires the art of expressing accurately and appropriately, and listen to others emphatically.

(iv) It is inadequate where specific performance of policies and rules is needed. The inexperienced subordinates do not follow the facial expressions and the tone of manager's voice.

2. Written Communication:

When the communication is reduced to black and white (writing), it is called written communication. This includes written words, graphs, diagrams, pictures, etc. Written communications are extensively used in organisations.

Sometimes, this form of communication becomes indispensible as in the case of rules, orders, schedules or policy matters etc. The circulars, magazines, notes and manuals are some common forms of written communication. It may be asserted from general observations that in all types of organisations both oral and written communication is in practice. Which form should be used and applied? Much depends on the message, its importance to receiver, and implication to functional aspects of the organisation.

13.5. Business communication

Business communication is the process of sharing information between people within and outside a company. Effective business communication is how employees and management

interact to reach organizational goals. Its purpose is to improve organizational practices and reduce errors.

The importance of business communication also lies in:

- Presenting options/new business ideas
- Making plans and proposals (business writing)
- Executing decisions
- Reaching agreements
- Sending and fulfilling orders
- Successful selling
- Effective meetings

All organized activity in a company relies on the process of business communication. This could be anything from managerial communication to technical communication with vendors.

13.5.1. Types of Business Communication

Let's first differentiate the main types of communication in a typical organization.

1. **First, we have internal business communication.**
    - **Upward communication:** any communication that comes from a subordinate to a manager. Or from another person up the organizational hierarchy.
    - **Downward communication/Managerial communication:** anything that comes from a superior to a subordinate.
    - **Lateral communication/Technical communication:** internal or cross-departmental communication between co-workers

2. **Second, is external business communication.**

    External business communication is any messaging that leaves your office and internal staff. It involves dealing with customers, vendors, or anything that impacts your brand. You can sort all communication in this spectrum into **four types of business communication**.

- **Getting and receiving instructions and assignments both upward and downward.** This includes an effective delegation from one person to another. Most problems in business begin with unclear communications in this area.
- **Sharing and discussing information, including information sharing that goes on in meetings.** When communication fails in this area, it causes tasks to be done improperly or not at all.
- **Giving feedback, correction, and discipline to people who report to you so that they can have the knowledge and the tools that they need to do their jobs better.** Giving great, actionable feedback is a key skill for anyone in a leadership position. Non-verbal communication and body language also play a role here.
- **Problem-solving and decision-making meetings and discussions.** These are considered among the most important discussions for any organization. This involves higher critical thinking and better communication technology.

13.6. Methods of Business Communication

When business communication actually happens, it's either **verbal** or **written**. Furthermore, communication takes place either **in person/face-to-face** or **remotely.** Written communication is great for keeping a paper trail of decisions and actions made as well as for putting together strategies and plans in place. Verbal interactions enable instantaneous idea generation and a more open flow of thoughts. Some companies are in a single office. Some have offices in various time zones. These are the methods of business communication applicable to some or all of the above scenarios:

1) Web-based communication : This includes everyday communication channels like emails and instant messaging applications (such as Slack, Hangouts, or even Nextiva Chat). The benefits of emails and messages lie in the ability to lead private conversations in a busy office environment, as well as sharing a message with many people—from a few to hundreds—all at once.

2) Telephone meetings : Phones removed the location barrier to running productive, fast-moving meetings. It allows for better idea exchange thanks to the non-verbal communication (tone of voice) compared to written communication**.**

3) Video conferencing: Great video conferencing systems enable people at remote locations to run meetings that feel as close to in-person meetings as possible. They take phone meetings one step up.

4) Face-to-face meetings : In-person meetings can help a business move forward with ideas quickly. Research shows that in-person meetings generate more ideas than virtual meetings.

5) Reports and official documents: Documenting activities that impact other people and departments is a crucial part of a well-oiled business communication system. The ability to refer to a written document at any moment reduces the chance for confusion or disagreement and provides extra clarity in communication.

6) Presentations : Presentations supported by reports and PowerPoint slide decks are often how meetings with larger groups are conducted. These are great for sharing new ideas in a way that creates space for questions and any clarifications.

7) Forum boards and FAQs : An internal area for employees to refer to frequently asked questions on various departmental topics and to ask new ones that will make them more productive and up-to-date on a matter.

8) Surveys: Both internal and **customer surveys** are an ideal way to gather feedback and ratings on important topics. Surveys facilitate a healthy cycle of feedback-supported improvements and open a communication channel between all levels inside an organization.

9) Customer management activities : This can include any customer relations activity. Examples include live chat support, customer relationship management (CRM) systems, customer on boarding process**,** customer reviews, and more.

13.7. Problems faced by successful business communication

Transparent flow of information is an obvious overarching goal of a business communication process. But what are some deeper problems that **successful business communication** solves?

1) Email overload and lack of everyday productivity and clarity

In many workplaces, people are simply overwhelmed with the number of messages they receive in a single day. In his book Message Not Received, Phil Simon said the average

person receives **120 to 150 emails per day.** We easily misplace or completely overlook a crucial piece of information. With a business communication system in place, companies can **reduce digital distractions** and create space for ideas and thinking.

2) Horizontal and vertical communication silos

Often times, teams and departments don't exchange essential information. Other times, there's no easy way of reaching out to a department manager when there's an issue inside a team. These silos form easily and often without anyone noticing, but can easily be remedied with a communication plan in place.

3) Poor communication with remote employees

Remote work is here to stay. The **State of Remote Work report from Buffer** shows that the vast majority of employees would like to work remotely for at least some of the time. They list collaboration and communication among the top three struggles when it comes to working remotely, proving the value of the right communication systems in place.

4) Employee turnover/Low employee engagement

Losing the ideal people from your organization puts your ability to serve customers at risk. It's also expensive. Losing an employee can cost as much as **twice their annual salary**, but when companies do communicate effectively, they are **50% more likely** to report turnover levels below the industry average.

5) Poor customer service

If there's poor communication in an organization, two things happen when it comes to **customer service**. First, employees in customer-facing roles won't have the information they need. Second, customers will sense low employee morale and have a negative experience

13.8. Business Communication Process

We can no longer ignore the importance of teamwork and chemistry and their impact on employee productivity, engagement, and advocacy. Here are the steps you can follow to ensure a successful business communication process.

1) Audit your current state of business communication and set goals

No matter the stage of your business, you need a business communication plan in place. However, you will make it the most useful if you focus on the areas that need the biggest improvement right now, and work your way to all other areas later on.

2) Identify core groups in your organization and their relationships with each other

Look into the structure of your organization and all the groups involved in its ability to function. Take note of every group that requires information to function. This should include:

- **Horizontal classification**, i.e. departments (operations, marketing, design, human resources, sales, customer support, finance, and more)
- **Vertical classification**: professionals in teams, team leaders, department managers, executives
- **External groups**: customers, suppliers, partners, and more

Depending on your company size, this might be a large task, so give yourself plenty of time. Some of the main questions to answer are:

- Which teams and people have to talk to whom on a daily basis? What about weekly, biweekly, and monthly?
- What communication happens only when there's **an ongoing crisis**?
- How are managers and team leaders maintaining progress in their departments? How does reporting work?
- Is there a knowledge library that has the potential to reduce unnecessary meetings and conversations?
- Which projects and processes need approvals from other people in the company? How are approvals requested and facilitated?

At a minimum, these answers should give you an insight into the necessary amount of emails, messages, calls, meetings, and documents for everything to happen in the designated time frame.

3) Define methods of communication

Next, choose the methods of communication that align with your business communication goals, as well as the interactions between core groups in your company. Review the list of methods of communication we discussed earlier and make sure to add any unique to your company:

i.Web-based communication ii. Telephone meetings iii. Video conferencing
iv.Face-to-face meetings v. Reports and official documents vi.Presentations
vii. Forum boards and FAQs viii. Surveys ix. Customer management activities

Which ones of these are essential for your organization to reach its goals? What's optional and might see resistance in adoption? Which ones create the risk of adding too many tools and should be simplified?

4) Choose the right tools

While we can't give you a list of software tools and leave you be, we can share these tips when it comes to selecting the right tools:

- Use cloud storage to preserve important documents and other data. Enable automatic sync and backup to avoid human error and forgetting to manually save information to it.
- Use a single platform for emails and calendars.
- Use a single tool for chat messaging. For example, if some people are using Slack and others Hangouts in their Gmail, it will create friction and slow down communication.
- Implement an easy-to-use, reliable **business VoIP phone system** if many of your meetings happen remotely.
- Develop brand and editorial guidelines that detail the tone of voice and use of brand elements. This way, all communication is unified, internally and externally.

5) Document the process

- Finally, take note of everything you do throughout this setup and turn in into a shared document visible to the entire organization.
- This way, each employee can refer to an intentionally developed communication plan and decide on the best action for the situation they're in.
- The document will also help newly on-boarded employees easily grasp all the tools and best communication practices.
- You can create a recurring calendar reminder for yourself and your team to revisit the document once a quarter. This way, you will ensure the plan is still serving its best purpose and update it if necessary.

13.8.1. The significance of business communication may be stated point- wise as follows:

1. Movement of Information: Communication helps to move information from one place to another and from one person to another. It develops a chain of understanding among the workers of different levels in a business enterprise**.**

2. Efficient and Smooth Running of Enterprise: It provides the basis of direction and actuates people to action in accordance with the desires of the management authority. According to G. R. Terry: "Communication serves as the lubricant fostering the smooth operation of the management process."

3. **Promotion of Management Efficiency:** The managerial efficiency depends upon getting things done through other people by making them know and understand what the manager wants them to do. It is the work of communication to keep the employees informed of everything necessary for smooth work performance

4. Proper Planning: It provides the managers information and ideas necessary for sound planning. Understanding of the common problems unites them for showing a better record of their performance.

5. Basis of Decision-Making: The quality of decisions made in an organisation entirely depends on the volume and quality of information available to the management authority. In the absence of effective communication it may not be possible for top management personnel to come in closer contact with their subordinates.

6. Basis of Co-Operation: By promoting mutual understanding and meeting of minds, communication paves the way for co-operation. Communication creates condition for mental acceptance of the work before its actual performance. This mental acceptance is the will- to-do before actually doing it. Communication involves understanding and willing acceptance of orders and instructions and acts as the basis for individual and co-operative efforts.

7. Means of Co-Ordination: Co-ordination implies orderly group efforts to provide unity of action. This unity of action is the result of team work which, in turn, depends, to a great extent, upon clear understanding of the organisational goals, the mode of their achievement and situation of the work. The function of the business communication is to get the workers fully informed of everything relating to the work and bring a perfectly tuned harmony in their work.

8. **Job Satisfaction**: Proper communication system extends mutual trust and faith. It thus creates confidence in the ability of their manager, promotes their loyalty to the enterprise and stimulates their job interest. Proper communication system enables the subordinates to bring to the notice of the managers their viewpoints, grievances and troubles. This facility raises the morale of the workers and, ultimately, leads to job satisfaction for high performance.

9. Establishment of Public Relations: A business enterprise comes into contact with several social groups, e.g., customers, investors, trade unions, government and the local community. It must maintain cordial relations with each of these groups to develop a favourable image. It must continuously strive to convince the public in general that its actions are taken in the interest of the society. No public relation can be established without communication.

10. Establishment of Effective Leadership: The ideas, orders, instructions, direction, etc., of the leader or manager is transmitted to the subordinate employees through communication. The manager can influence them and create a healthy relation by wiping out misunderstanding and distrust between management authority and subordinates through communication.

11. Assisting Motivation: Communication creates motivation. Through it the managers and employees are well-acquainted with the latest information relating to the organisation. This leads to avoidance of hostility, acceptance of reality, change of attitude, consciousness of responsibility and—ultimately—motivation to work.

12. Loyalty: The confidence and loyalty of the lower employees on the management personnel increases as they become aware of the competence of efficiency of their boss through communication. It helps to strengthen mutual trust.

13. Accomplishment of Goals: Communication fulfills the organisational objectives through co-operation and co-ordination among the managerial and working staff. Interconnections between the managers and subordinate employees are established through effective communication system.

14. Industrial Peace: Workers' unrest is a problem today. It is communication which can establish peace in the industry. Two-way communication helps to develop mutual co-operation and understanding. Through downward communication the management personnel send their orders, instructions, directions, etc. to the subordinates**.** On the other hand, the upward communication helps the subordinates to convey to their superiors their demands, grievances, complaints, suggestions, etc. Thus, through communication of facts and information between the superiors and subordinates, industrial peace can be established**.**

Check Your Progress – 13.1

Note: a. Write your answer in the space given below
b. Compare your answer with those given at the end of the unit

i. Define organisational communication

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ii. Mention the forms of organisational communication

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iii. What is upward communication?.

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iv. What is oral communication?

13.9. Let us Sum-up

Organizational communication is the exchange of information, ideas, and views within and outside the organization. Organizational communication indicates communication not only in business but also in hospitals, churches, government agencies, military organization, and academic institutions. Every organization whether business or non-business has some specific goals and stakeholders. Attainment of those goals depends on successful communication with the respective stakeholder groups. organizational communication is the exchange of formation with the internal and external stakeholders of an organization. It is not only concerned with the effectiveness of the individual communication, but with the role of communication in contributing to the effective functioning of the organization. Organizational communication entices communication in all types of organizations.

Effective communication is a necessary component in the planning and implementation of managerial activities. It functions as the basis for efficient leadership. The communication process is complex and often unpredictable. There may exist barriers to communication such as cultural misunderstandings, inattention and premature evaluation, impersonal communication, information overload, and lack of trust in the communicator. The communication process can be enhanced by improving effective listening skills and providing proper feedback.

13.10. Unit – End Exercises

1. Comment on the types and forms of organisational communication.
2. Write an essay on the importance of business communication.
3. What are the significance of business communication? Explain.
4. Explain the methods and process of business communication.

13.11. Answer to Check Your Progress

i. Organizational communication is the exchange of information, ideas, and views within and outside the organization. ... According to Goldhaber: “organizational communication is defined as the flow of messages within a network of interdependent relationships

ii. Formal Communication ,Informal Communication, Downward Communication, Upward Communication , Horizontal Communication, Oral or Verbal communication, Written Communication:

iii. Upward Communication is the process of information flowing from the lower levels of a hierarchy to the upper levels. This type of communication is becoming more popular in organizations as traditional forms of communication are becoming less popular.

iv. Oral communication is the process of verbally transmitting information and ideas from one individual or group to another. Oral communication can be either formal or informal. Examples of informal oral communication include: Face-to-face conversations. Telephone conversations

13.12.Suggested Reading

https://thebusinesscommunication.com/meaning-of-organizational-communication/
https://courses.lumenlearning.com/introductiontocommunication/chapter/what-is-organizational-communication/
http://www.yourarticlelibrary.com/business-communication/essential-types-of-organizational-communication-with-diagram/25812
https://hrdevelopmentinfo.com/pros-and-cons-of-organizational-communication/
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UNIT XIV

CASE STUDY OF CORPORATE CRISIS MANAGEMENT

Structure

14.1. Introduction
14.2. Objectives
14.3. Case study of corporate crisis management
14.4. Similar Cases
14.5. Lessons for corporate communicators
14.6. Let us Sum up
14.7. Unit – End Exercises
14.8. Suggested Reading

14.1. Introduction

This unit discuss about the international and national case studies of corporate crisis management. The goal of crisis management is to have a system in place to effectively address the coordinated response, resources, and internal and external communication requirements during and after the negative situation. Some of the case study also explained for further pages.

14.2. Objectives

- To learn the critical situation of organisation and understand the situation to handle
- To know about the case study of corporate crisis management

14.4. Case study of corporate crisis management

Research in business disciplines is usually based on a positivist epistemology, namely, that reality is something that is objective and can be discovered and understood by a scientific examination of empirical evidence. But organizational behavior cannot always be easily reduced to simple tests that prove something to be true or false. Reality may be an objective thing, but it is understood and interpreted by people who, in turn, act upon it, and so critical realism, which addresses the connection between the natural and social worlds, is a useful basis for analyzing the environment of and events within an organization.

Case studies in management are generally used to interpret strategies or relationships, to develop sets of "best practices", or to analyze the external influences or the internal interactions of a firm.

Of the more than 27 million U.S. businesses in operation, an incredible 99 percent are small businesses with fewer than 500 employees. These smaller firms are arguably the most vulnerable to emergencies. In fact, nearly 40 percent of small businesses close following a disaster. This is proof that small businesses need to be effectively prepared for any crises that may hit. While emergencies affect smaller organizations differently from their larger counterparts, there is always plenty to be learned from crises that hit the nation's name-brand companies. Let's take a look at some of the most well-known crisis management case studies from the last several years, as well as what we can learn from them:

1. **The Target Data Breach**

In late 2013, an IT security blogger broke a huge story: Target's IT systems had been hacked, exposing the personal data of up to 110 million customers. Target issued a statement the following day and posted a video with more details on its website. The company apologized, explained how the hack had happened, and offered free credit monitoring for affected customers.

Unfortunately, there were a few key problems with Target's response. First, it responded before officials were fully aware of the scope and cause of the problem. This forced Target to later walk back some of its statements, such as the number of customers whose information was hacked. In the eyes of the consumer, it made Target seem unprepared, unprofessional, and even a bit suspicious.

Second, Target posted the message from its CEO to its website and then later realized it wasn't garnering many views. That was because most consumers were taking to social media—not to the website—to air complaints and interact with the company. This offered a valuable lesson to Target, and others, to respond to a crisis using the appropriate channels.

2. The Volkswagen Emissions Scandal

In September 2015, the Environmental Protection Agency accused Volkswagen of manipulating its engine controls to be able to pass laboratory emissions tests. Not only was the company violating the Clean Air Act by selling vehicles that didn't meet environmental requirements, but it was also violating its customers' trust by making its cars seem more environmentally friendly.

Unfortunately, the way the company handled the scandal made things even worse. As the story continued to evolve, the company's response was seen as inconsistent and, at times, contradictory to previous statements. Executives claimed they didn't know about the cheating, only to reveal they did just a few days later. Meanwhile, the company's PR and social media teams struggled to keep up. As the company set out to recall millions of vehicles, officials promised to reimburse some, but not all, customers for their troubles.

All the while, consumers reported that the company seemed to be handling the crisis in a dishonest way by not fully "owning" its role in the scandal.

The brand likely would have fared better through this crisis if it had taken a few key steps:

- Been up front and honest as soon as the story broke
- Kept its response consistent, with an empathetic and apologetic tone
- Reimbursed all affected customers the same amount
- Demonstrated a commitment to change in some way (e.g., by setting new emissions goals or partnering with an environmental organization to help combat air pollution)

3. Southwest Airlines' Social Media Response

Right in the middle of the busy 2016 summer travel season, Southwest Airlines was suddenly struck by a wide-reaching technology failure. Its website and other key systems were down for more than 12 hours, prompting the airline to cancel thousands of flights. Over the course of four days, the company worked to respond to customer complaints quickly and effectively, in large part by leveraging social media. Its approach offers some key lessons.

Southwest did several things right in its social media response: It apologized profusely for the inconvenience, admitted fault, and continually posted updates as the crisis unfolded. Southwest's team even made use of photos and videos posted to Face book and Twitter to personalize the response.

Unfortunately, the onslaught of customer-service requests and complaints seemed to overwhelm the company's social media team. Not long after the IT outage began, complaints on Twitter began going unanswered for hours—and, in the case of Face book, days. Ideally, the company would have answered each customer in a timelier manner.

Finally, Southwest seemed to forget that such a crisis is bound to impact *all* of its social media channels—even Instagram. The company failed to post an apology or acknowledgement of the situation on its Instagram account, instead choosing to feature its typical content. As a result, the account received hundreds of angry comments—and all of them went unanswered, surely leaving a bad taste in the mouths of many followers.

3. The Pepsi Advertising Fail

Pepsi presented a brand new advertising campaign featuring the mega-celebrity Kendall Jenner. Within 48 hours the video got nearly 1.6 million views on YouTube. In the video, Kendall throws off her blond wig and runs away from a photo shoot to join a protest in the street. The most epic moment of the video is when Kendall hands a can of Pepsi to a police officer, who takes a sip and smiles at his partners.

The advertisement was immediately called “the best example of white and economic privilege” and was judged for trivializing demonstrations and serious social issues. Memes and jokes were spread all over social media. The social media crisis had begun. As in the previous case, this fiasco affected the market value of the company.

How did they manage the crisis? : Pepsi removed the video from its official social media channels and made a statement: “Pepsi was trying to project a global message of unity, peace, and understanding. Clearly, we missed the mark and we apologize.”

What can we learn from Pepsi case?: When struggling for their audience’s attention, companies love to appeal to social issues. The popular idea of creating a “buyer persona” and “speaking to the audience in their language” is a good one, but as you can see, it is possible to fail at it. “We did not intend to make light of any serious issue,” Pepsi said. Although, that was exactly what they did. The social media audience felt that the brand made light of a serious issue, and that provoked the crisis.

So, before launching a product advertising campaign - test it! Show a commercial to a small group of your target audience, and show it those outside of your targeted audience. Prevent the crisis before it starts. And when you compare Pepsi with the United case, we also see that Pepsi apologized in the right way. They summarized what happened and took responsibility.

They showed that they care and were really sorry for the misunderstanding, and their social media audience appreciated that.

4. Satyam Computers

From Enron, WorldCom and Satyam, it appears that corporate accounting fraud is a major problem that is increasing both in its frequency and severity. Research evidence has shown that growing number of frauds have undermined the integrity of financial reports, contributed to substantial economic losses, and eroded investors' confidence regarding the usefulness and reliability of financial statements. The increasing rate of white-collar crimes demands stiff penalties, exemplary punishments, and effective enforcement of law with the right spirit. An attempt is made to examine and analyze in-depth the Satyam Computer's "creative-accounting" scandal, which brought to limelight the importance of "ethics and corporate governance" (CG). The fraud committed by the founders of Satyam in 2009, is a testament to the fact that "the science of conduct is swayed in large by human greed, ambition, and hunger for power, money, fame and glory". Unlike Enron, which sank due to "agency" problem, Satyam was brought to its knee due to 'tunnelling' effect. The Satyam scandal highlights the importance of securities laws and CG in 'emerging' markets. Indeed, Satyam fraud "spurred the government of India to tighten the CG norms to prevent recurrence of similar frauds in future". Thus, major financial reporting frauds need to be studied for "lessons-learned" and "strategies-to-follow" to reduce the incidents of such frauds in the future.

5. Jet Airways

The unimaginable debacle of Jet Airways is now a popular case study in almost every Business School's curriculum. Founder Naresh Goyal is being investigated by the Enforcement Directorate (ED) and a large number of ex-employees still remain jobless after the airline shut down its operations in April, 2019. It is one of the biggest startup failure in India. Recently, Jet Airways shut down its operations temporarily on 17th April of 2019. Their last flight was from Amritsar to Mumbai. The shutting down of the company affected 20,000 employees and more than 60,000 people indirectly. The company is reportedly in a debt of a billion dollars. The pilot's union NAG (National Aviator's Guide) appealed to the PMO (Prime Minister's office) and Civil Aviation Minister Suresh Prabhu to help the company and its employees.

The government on the other hand reportedly asked the banks to save the company without pushing it to bankruptcy. With unemployment being a major electoral issue for the government, an addition of 20000 to the list of jobless Indians will only give more substance to the Opposition. The Government is therefore pulling out all stops to prevent Insolvency of Jet. Consequences have been of such an unprecedented level that an employee of Jet Airways committed suicide in Mumbai. The man was a cancer patient and was on a break from his job. Shailesh Singh was a Senior Technician in Jet Airways. He jumped from his building due to depression on 27th April, 2019.

Naresh Goyal started Jet Airways with 4 leased Boeing 737 aircraft in 1993. The airline was the paragon of success for domestic carriers in India. There were rumblings of troubles brewing within Jet Airways in August of 2018 when the company deferred the second quarter of the year. The government watchdogs got a sniff of discrepancies in the airline's finance. In the same month, the DJCA (Directorate General of Civil Aviation) conducted a financial audit of Jet Airways. It was based on the reasoning that deferment of employees' salaries ought to affect their morale and attitude. The same month, Jet Airways posted a loss of Rs. 1323 Crores. In September of 2018, the Income Tax department surveyed the Delhi and Mumbai office of Jet Airways. The company was then alleged for financial misappropriation.

Reasons for Jet Airways' Failure

There are many reasons for the failure of Jet Airways. Here are just a few of them:

1. **Merger:** Merging Sahara Airlines with Jet Airways was a mistake on Jet Airways's part. Sahara was acquired by Jet Airways for $500 million which was way above what the airline was actually worth.
2. **Rebranding Sahara Airlines**: Jet Airways renamed Sahara Airways as JetLite. Sahara at the time was a powerhouse with its name on every Indian's tongue. The rebranding cost Jet Airways flyers who were attracted towards the Sahara brand image as these passengers couldn't resonate with JetLite.
3. **Mismanagement:** Every company and organization rests on the abilities of its management board; there are no second opinions to this school of thought. The founder of Jet Airways, Naresh Goyal decided to become a one-man army for Jet Airways and did not hire a sound management committee to assist him in running the airline. Insiders often talk about his poor financial acumen. He relied on a single management team for handling all the

operations related to Jet. Understanding that specialized teams are needed to run different departments is no rocket science. And when you acquire one more airline, you can't rely on your existing management board that's already burdened to pick on additional responsibilities!

4. **Full-service airline**: Full service airlines offer passengers the choice of economy or business class travel and on some flights premium economy and first class. The company was operating as a full-service airline. Operating in India as a full-service airline is not an easy task. One needs formidable financial support and customer relationships. Catering to the wealthy, the middle class, and the lower sections of the Indian society requires strategy and operational excellence beyond imagination. That is why most of the companies focus on the middle-class segment and keep the prices as low as possible. Jet Airways was biting off more than it could chew.

5. **Drowning in Debts:** Jet Airways was never good with money. It kept on incurring debts and spending more than its revenue. The employees were paid lavishly when compared to the industry standards. For the sake of providing comfort and luxury, the Naresh Goyal backed airline compromised with finances.

14.4. Similar Cases

It is not the first time that an Airline company has fallen from grace. Many companies before Jet Airways have seen similar fate. Some of them are:

- Kingfisher Airlines
- Air Deccan
- Air India Cargo
- Indian Airlines
- Sahara Airlines

Kingfisher Airlines bought Air Deccan. Kingfisher was a full-service airline whereas Air Deccan was a low-cost airline. When Kingfisher bought Air Deccan, they incorporated some changes in Air Deccan’s fleet and we all know what happened after that. Both the companies faced a downfall.

Before Air India and Indian Airlines merged, both the companies were doing reasonably good. After coming together, the crown jewels of Indian airspace were and continue to

remain in the red. Air India has a debt north of Rs 50,000 crore and nothing positive has come out of the government's efforts to revive the national carrier.

Jet Airways merged with Sahara Airlines and Jet rebranded Sahara as "Jet Lite". Sahara Airlines has been lost in oblivion and Jet Airways is heading on the same path. Therefore, it won't be wrong to say that mergers and acquisitions in case of airlines is a risky bet. A successful airline establishes a unique identity of its own, and meddling with its brand and presence usually ends on a negative note.

14.5. Lessons for corporate communicators

Every crisis is a learning experience. The following insights can be drawn from the Jet Crisis.

1. It is important to have pre-thinking on the issue before 'letting the cat out of the bag'. The pros and cons and probable players need to be worked on.
2. It is important to keep the employees informed of impending management decisions so that issues do not take a political turn, and vested interests do not have a field day.
3. The government needs to have a unified opinion. Various ministers should not use verbal salvo against each other, which hurts the reputation of the government. In this case, this strategy may not have been possible as the UPA was a coalition of parties, which had ministers from various partner political parties. So, trading charges against one another and not speaking in unison was only to be expected.
4. The timing is also an important consideration. As reported by the media, the oil minister accused Naresh Goyal of 'breaking the promise of not defaulting on fuel bills and acting in an amateur manner in sacking people just before Diwali. I don't know what country he lives in', he was quoted as saying. The Indian Oil Corporation in sync issued information to media that both Jet and Kingfisher put together owed the public sector companies over Rs. 20.24 billion.
5. Under the prevailing circumstances Naresh Goyal's strategy was a face saving device, which did work for the company albeit as a short-term solution.

14.6. Let us Sum-up

The role of corporate communication in crises and the misperceptions surrounding it were deliberated upon. Poor corporate governance and non-perusal of ethical principles often put organizations on the public opinion radar. A number of case studies from various genres of crises, such as the Satyam Computers fraud, Jet Airways fiasco after sacking employees, were include in the chapter.

14.7. Unit – End Exercises

1. Why is corporate communication often criticized, especially in crises times? Discuss with relevant cases in point.
2. What communication strategy would you suggest for government in dealing with a crisis of exploding kind, such as earthquake, floods, and droughts? Make a message action plan.

14.8. Suggested Reading

https://www.semrush.com/blog/three-biggest-social-media-management-nightmares-2017/

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